



Mykolas Romeris
University



MYKOLAS ROMERIS UNIVERSITY

ANNUAL REPORT

2024

APPROVED
Mykolas Romeris University
Council Resolution No 1UT-8
of 26 March 2025

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**PROF. DR.
INGA ŽALĖNIENĖ**
RECTOR

Together with the State: A Year of Significant Change

We are pleased to present to the Mykolas Romeris University (MRU) community and the wider public a report summarising the outcomes of the academic year 2024. It was a year marked by significant transformation. We initiated and implemented these changes guided by the belief that we should not wait for future challenges, but rather take an active role in addressing current issues and shaping future directions – all while considering the social, economic, geopolitical, cultural, technological, and other changes taking place in Lithuania and around the world.

I believe that the University, as an institution of study and research, has endured even the most critical turning points in history without losing its authority or value, precisely because it continuously reinvents and rediscovers itself. Constant change is embedded in the very DNA of higher education. Our experience as the youngest state university in Lithuania, as well as the experience of centuries-old universities around the world, demonstrates that through renewal and adaptation, higher education institutions can remain relevant in a rapidly changing world – while upholding a solid foundation of core values, academic freedom and institutional autonomy.

I sincerely thank the University Council, the Senate and the entire community for their hard work and determination in developing and implementing significant reforms, which always require additional efforts. I am grateful for the trust and honourable

mandate to serve a second term as Rector of MRU, working together toward a common goal. I also thank our social partners, the institutions of the Republic of Lithuania, and municipalities for their cooperation – without their understanding and support, it would be difficult to implement new projects.

An important provision – to ensure that studies meet the needs of society and the state – is also enshrined in the updated MRU Statute, the new version of which was approved by the Seimas of the Republic of Lithuania on 25 June 2024. The Statute reflects changes in the legal regulation of higher education and opens up opportunities to further improve the University's management processes and enhance the quality of research and studies.

One of the significant changes in the Statute is the creation of legal grounds for the University to offer professional (college-level) studies focused on training public security officers. To this end, we are cooperating with institutions and statutory bodies of the Republic of Lithuania, and together with experts possessing extensive practical experience, we have developed a unique Bachelor's degree study programme "National Security," aligned with the interests of national security in our country. This marks the first step toward developing professional training elements and creating a concept for an integrated, differentiated rank-based officer education model that best meets the needs of the state.

Just as in 1990, when the Lithuanian Police Academy

was established to meet the needs of the newly restored independent Lithuanian state, in 2024, we continued to seek the best University management solutions, improve study programmes, and advance research – with the primary aim of fulfilling the “state’s mandate”: to respond to the evolving needs of individuals, society, and the state in a changing global environment.

The First University City in the Sudovian Region

MRU places great emphasis on cooperation with the regions and addressing the challenges of shaping and implementing regional policy. Understanding the importance of vibrant, economically capable, culturally significant regions for the future of Lithuania and the country’s competitiveness, we decided to undertake a challenging project – to establish an MRU unit in Marijampolė, an area of strategic importance to Lithuania.

On 22 May 2024, the Government of the Republic of Lithuania adopted a resolution to reorganise Marijampolė College by merging it with Mykolas Romeris University and establishing MRU Sudovian Academy as of 1 October 2024. Thanks to the joint efforts of the Marijampolė Municipality, the Ministry of Education, Science and Sport and the University, this resolution was implemented in a very short time - on 4 October. The solemn inauguration of the MRU unit – the Sudovian Academy – took place in Marijampolė.

As early as 2025, the Sudovian Academy will launch eight university study programmes across seven fields of study: management, law, informatics engineering, accounting, philology, education and social work. Upon completion of the project, in 2026 the Sudovian Academy will be located in a renovated building in the centre of Marijampolė, tailored to meet modern academic needs and equipped with state-of-the-art technological infrastructure. We are developing the MRU Sudovian Academy as a modern regional hub where higher education, research and innovation are closely aligned with regional needs and contribute to addressing global challenges.

To foster close cooperation with the local business community, MRU has become a member of the Sudovian Industry and Business Association (SPIVA). In recognition of its transformative role, the Marijampolė

unit of Kaunas Chamber of Commerce, Industry and Crafts, together with Marijampolė Municipality, presented the “Change of the Year” award to the MRU Sudovian Academy at Sūduva Region Business Festival “The Look of the Year 2024”.

MRU on the International Academic Map

Our path together with the state has evolved from a narrow country road into a broad highway: from being a national university, we have become an international institution, fully integrated into global networks of research and education. This transformation is also reflected in the MRU Council’s approval of the University’s 2024–2029 Strategy on July 4, 2024. The strategic goals – to systematically promote the internationalisation of studies and foster a culture of high-quality studies at the University – are being successfully implemented.

In 2024, the University offered study programmes in 19 fields of study. Out of 69 study programmes, 33 were conducted in the English language (or Lithuanian and English). That same year, the University awarded 1276 diplomas across various levels of study – 105 more than in 2023. The total number of MRU alumni has reached approximately 50,000.

In 2024, MRU had 6,528 students and listeners, an increase of 12.5 % compared to the previous year. International degree-seeking students made up 13.34 % of the student body, and the number of foreign PhD students grew by 16.9%. As many as 46.67% of PhD students were Ukrainian citizens, while others coming from Brazil, Latvia, Poland, France, Romania, Georgia, Germany, and other countries. Over the past five years, seven foreign nationals have successfully defended their doctoral dissertations at MRU. In 2024, two European Doctorate Certificates were issued – bringing the total number awarded by MRU to five.

354 MRU students participated in study exchanges through the Erasmus+ programme, other international exchange initiatives, and university bilateral cooperation agreements. Meanwhile, 489 international students came to study at MRU – a 12.6 % increase compared to 2023. In 2024, MRU hosted 28 international lecturers, researchers, administrative, and other staff members.

We maintain active partnerships with 49 universities

across 21 countries and have signed 16 new cooperation agreements with foreign universities. The Memorandum of Understanding on the establishment of the Asian University Alliance – with MRU joining 28 other universities – has opened up new opportunities for academic cooperation.

We take pride in our innovative study programmes, active international exchanges, and the implementation of double-diploma study programmes with academic partners not only in Europe but also with Dongseo University in Busan, Republic of Korea. The international research groups operating at MRU further strengthen the University's contribution to both Lithuanian and global academic achievements.

Building Europe's University of the Future

At the end of 2023, MRU officially joined the European Reform University Alliance (ERUA), becoming an active member of a consortium of eight European Union universities working to build an innovative and open university of the future. ERUA claims to unite researchers and students across Europe to creatively address emerging challenges and contribute to a fairer, more inclusive and open society. To this end, the Alliance also collaborates with 36 associated partners, both within Europe and beyond.

MRU is leading one of the Alliance's key initiatives – the development of research-based clusters. As a mobility partner, MRU is also involved in the development of the ERUA Joint Master's Degree Programme focused on migration issues and has joined the Academic Innovation Task Force, amongst other activities. It is especially encouraging to see that ERUA's activities engage not only academics but also students.

In April 2024, MRU hosted the international scientific conference "Drones Above Me and the Moral Right in Me: (In)Security and Freedom in the 21st Century", which was well received by the ERUA's partner, the European University of Viadrina (Germany) and the Embassy of the Federal Republic of Germany. The conference's themes gained additional relevance in light of recent global political events – including Russia's war against Ukraine and shifts in U. S. foreign policy – which have sparked a profound transformation in Western democracy and transatlantic unity.

A new impetus was given by the 4th Annual ERUA

Summit "Social Innovation for a Transformative Society" at SOCIN24. The international forum, hosted by MRU, brought together 300 participants from 10 countries. For the first time in Vilnius, rectors, experts, researchers and students from ERUA member universities gathered to discuss the role of social innovation in society's most sensitive areas – from migration and refugees to inclusion and gender equality. The direct contacts established during this summit have already begun to evolve into meaningful and productive collaborations.

New Technologies in the Social Sciences

As early as 1959, the British scientist and writer Charlie Persye Snow, in his famous lecture "The Two Cultures" at the University of Cambridge, argued that science and the humanities – representing "the intellectual life of the whole of Western society" – had split into "two cultures", and that this separation is a major obstacle for both in solving the world's most pressing challenges.

The debate between "physicists" and "lyricists" as to which sciences are more important continues to this day in various forms, although the revolutionary changes in both science and technology, and in society, and the global existential issues that require multifaceted exploration, have highlighted the importance of the collaboration across all disciplines.

MRU was one of the first universities in Lithuania to integrate new technologies into the social sciences and humanities, actively fostering interdisciplinary research, creating social innovation laboratories and enhancing the study process. In 2024, we successfully continued to build on this foundation. A significant step forward was the establishment of the MRU HET Systems Centre – an innovative interdisciplinary hub for research, studies and lifelong learning. The Center is dedicated to unravelling the complex interconnections between people, the environment, and technology within sociotechnical systems.

At the end of 2024, in collaboration with Kaunas University of Technology, Lithuanian Sports University and Vilnius College, we established a consolidated Teacher Training Centre. This initiative addresses the current shortage of educators in Lithuania by preparing teachers capable of creatively educating the next generation of learners in and evolving technological and socio-cultural environment. This is a key step in

implementing the strategic priorities of Lithuanian education policy.

In 2024, MRU researchers published 65 monographs exploring a wide range of pressing issues – from economic security, the use of information and communication technologies in organisational management, and their impact on the arts and humanities, to the legal, political, and managerial aspects of the war in Ukraine.

The number of citations of MRU researchers in CA WoS and / or Scopus databases has increased by more than 27% in 2024. We are especially proud of Dr. Paulo Alexandre da Silva Pereira, Professor at the Faculty of Public Management and Business, who has been working at our University for 16 years and once again ranks among the top 2% of the most cited researchers globally. During the year under review, 122 research and study projects were implemented. A major milestone was the establishment of the UNESCO Chair on AI, Emerging Technologies and Innovations for Society in March 2024, let by Prof. Dr. Paulus Pakutinskas. The Centre launched its activities with a strong start.

Looking ahead, we are confident that the implementation of the project “Establishment of Centres of Excellence at Mykolas Romeris University” will lead to the creation of a sustainable research ecosystem, where the Centre of Excellence for Social Innovations will operate, conducting high-level international research and experimental development in the fields of law, communication and information, education and psychology. This will strengthen MRU’s competitiveness and appeal as a specialised research and study institution in the field of higher education and enhance the global visibility of the results of Lithuanian research.

The Impact of the University: A Strong Community, a Sustainable Society, a Sustainable Future

Mykolas Romeris University fosters partnerships between students and alumni, faculty and staff, social partners and other entities, nurturing a vibrant community and a culture of unity.

In 2024, we continued to mobilise our diverse, multilingual and multicultural academic population, uniting students, faculty, and campus residents into

a cohesive community of “Romerians,” focusing on people first and foremost. This year’s report offers detailed insights into the achievements of our staff, the activities of the Community Wellbeing Centre, and the progress of infrastructure renovation and development projects. In summary, MRU has made substantial efforts to ensure that every student, alumnus, faculty member, and administrative employee feels safe, supported, and empowered on the MRU campus. We strive to provide equal opportunities for talent development and to ensure that everyone is respected, visible and heard.

Investing in the well-being of the community yields lasting returns: it strengthens MRU’s status as an international higher education and research institution, enhances our appeal as an employer, and helps us shape an inspiring and inclusive working and learning environment. We are building a community that reflects our vision of a prosperous future society.

Science and technology – aligned with sustainability – will likely be decisive in addressing the greatest challenges facing humanity today. The successful fulfilment of the University’s mission is our contribution to the sustainable development of both Lithuanian and global society.

Mykolas Romeris University, together with a free Lithuania, welcomes its 35th anniversary by providing high-quality higher education and nurturing individuals who are creative, critical thinkers, and value-minded personalities – one of the most important legacies we can pass on to future generations.



UNIVERSITY GOVERNANCE

KEY UNIVERSITY FIGURES

University students and listeners 2022-2024, number

Undergraduate students



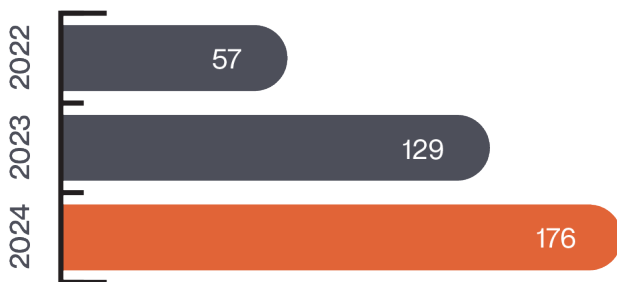
Master's students



Professional bachelor's students



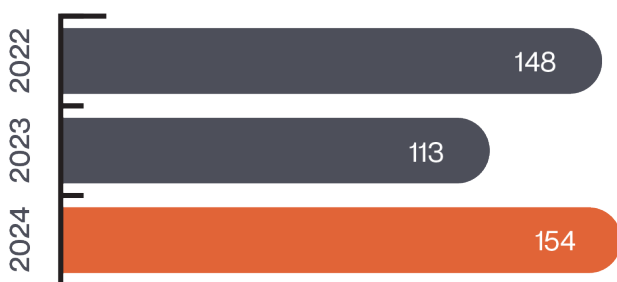
Professional pedagogy students



Doctoral students



Listeners



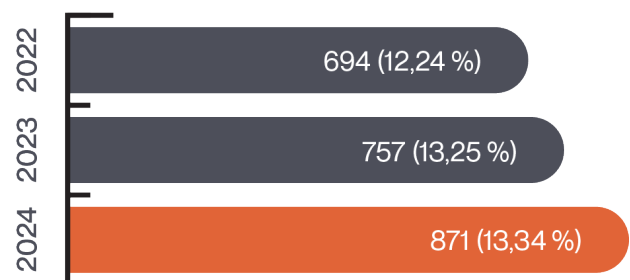
Total number of students



Total students and listeners

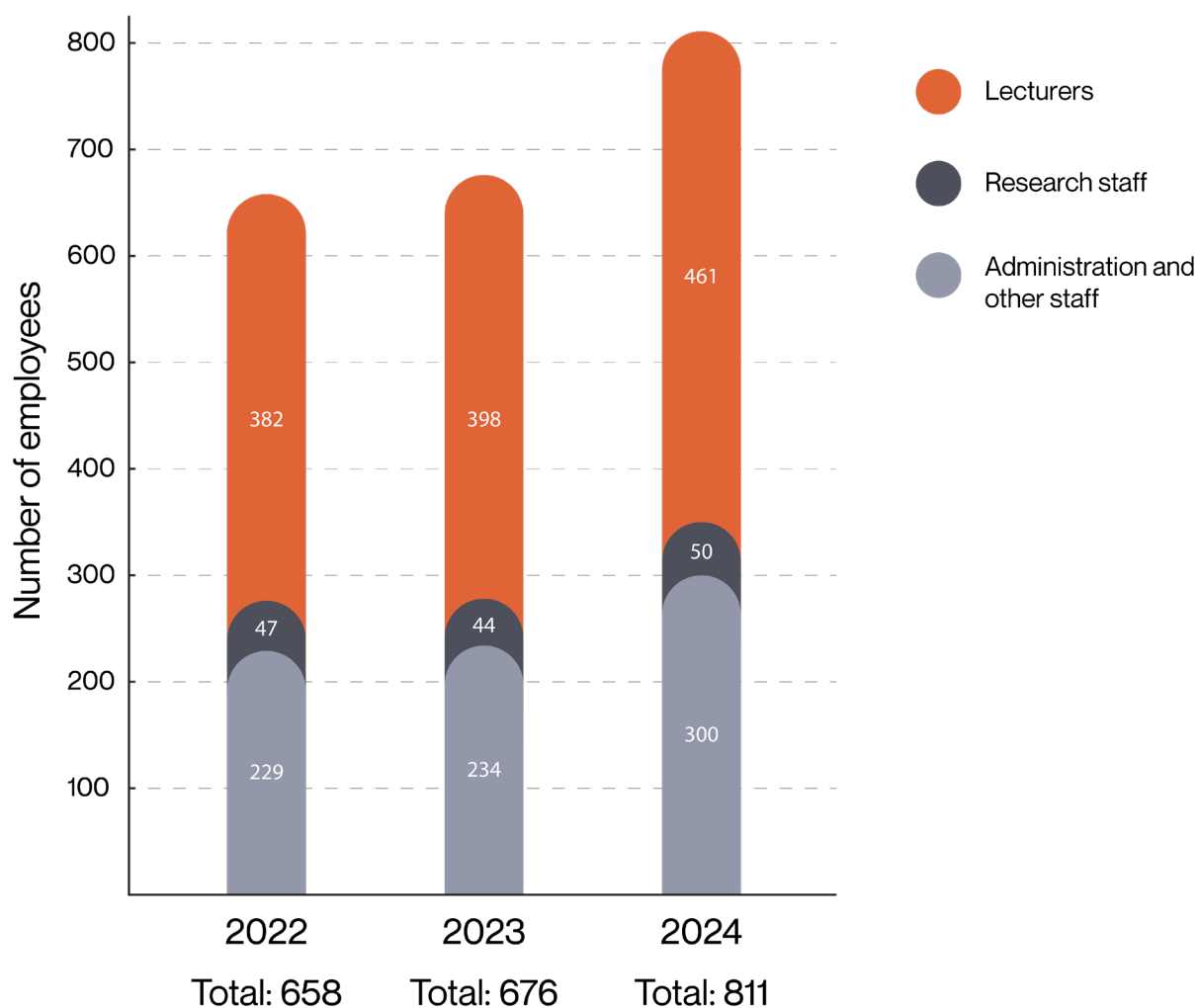


Of which international degree-seeking students



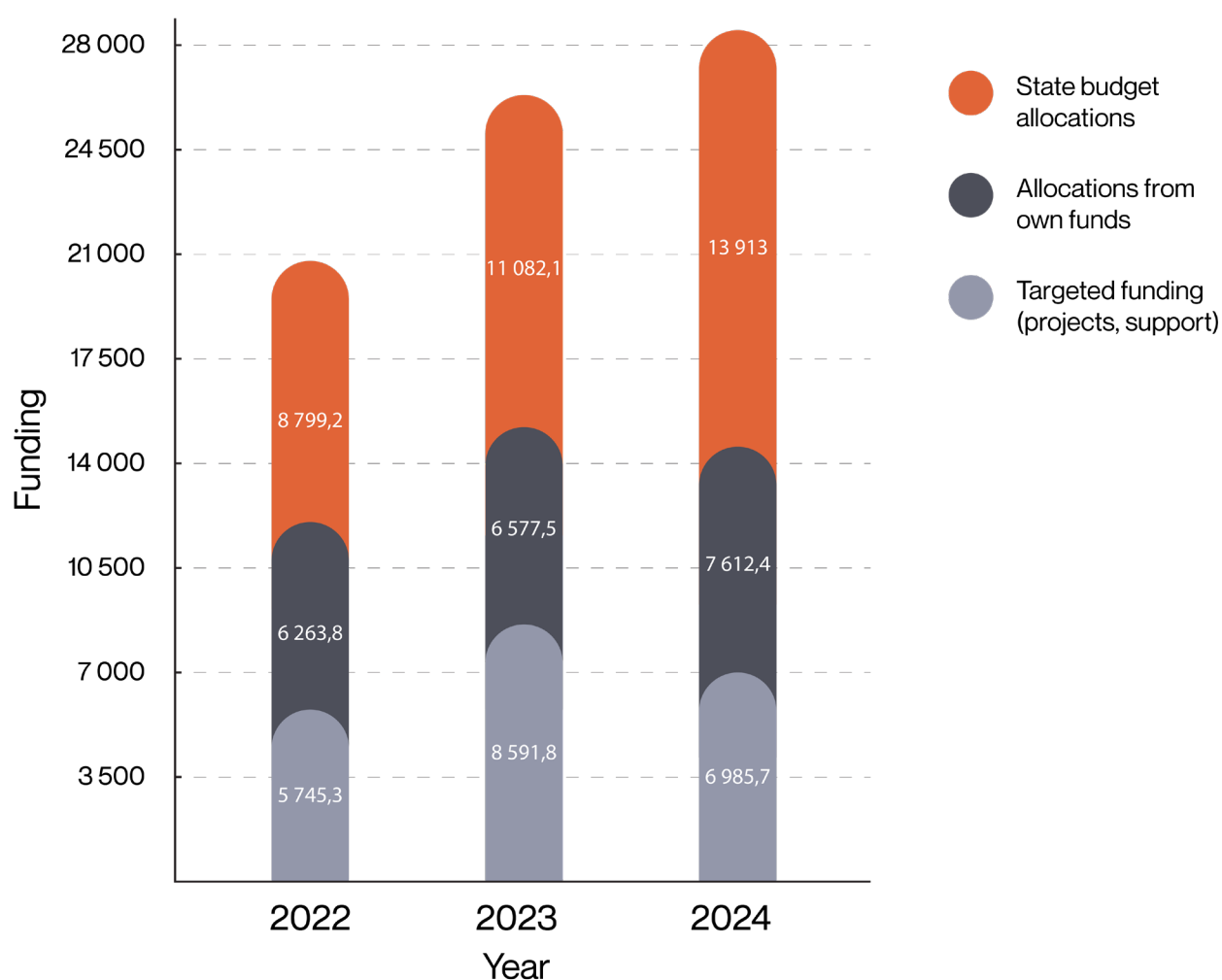
Mykolas Romeris University staff 2022-2024, number

	2022	2023	2024
Lecturers	382	398	461
Research staff	47	44	50
Administration and other staff	229	234	300
Total	658	676	811



University budget, EUR thousand

Source of funding	2022	2023	2024
State budget allocations	8 799,2	11 082,1	13 913
Allocations from own-funds	6 263,8	6 577,5	7 612,4
Designated funding (projects, grants)	5 745,3	8 591,8	6 985,7
Total	20 808,3	26 251,4	28 511,1



THE COUNCIL OF MYKOLAS ROMERIS UNIVERSITY IN 2024

1	Prof. Dr. Egidijus Jarašiūnas	Chairperson selected by public competition from persons outside the University staff and students
2	Lukas Borusevičius	Designated by the Student Representative Body
3	Laurynas Juozapaitis	Designated by the Student Representative Body from persons outside the University's staff and students
4	Prof. Dr. Saulius Katuoka	Elected by University academic staff
5	Prof. Dr. Rasa Pilkauskaitė Valickienė	Elected by University academic staff
6	Danguolė Seniutienė	Elected by University academic staff
7	Prof. Dr. Andrius Stasiukynas	Elected by University academic staff
8	Gediminas Vagnorius	Selected by public competition from persons outside the University staff and students
9	Roma Žakaitienė	Selected by open competition from persons outside the University staff and students

MYKOLAS ROMERIS UNIVERSITY SENATE IN 2024

On March 28, 2024, the former President of the Students' Representative Body (MRUSA), Dovydas Vanagas, was replaced in the Senate by the newly elected MRUSA President, Ieva Gustė Kavaliauskaitė.

On September 21, 2023, the mandate of Jaroslav Urbanovič, a Senate member delegated by the Students' Representation, expired upon the completion of his studies at the University.

Edvin Ščukin and Smiltė Zauraitė were delegated by the Students' Representation to fill the vacant Senate seats in 2024.

1	Prof. Dr. Romas Prakapas	Chairman, Professor, Institute of Educational Sciences and Social Work
2	Prof. Dr. Inga Žalėnienė	Rector
3	Prof. Dr. Snieguolė Matulienė	Vice President, Professor, Public Security Academy, Advisor to the Dean
4	Assoc. Prof. Dr. Saulius Spurga	Secretary, Deputy Rector
5	Prof. Dr. Rūta Adamonienė	Director, Institute of General and Social Competences
6	Prof. Dr. Gražina Čiuladienė	Professor, Institute of Educational Sciences and Social Work
7	Assoc. Prof. Dr. Rūta Dačiulytė	Associate Professor, Institute of Management and Political Science
8	Karolis Dičkis	Student
9	Virgilijus Dirma	Student
10	Assoc. Prof. Dr. Tomas Girdenis	Associate Professor, Institute of Criminal Law and Procedure
11	Prof. Dr. Lyra Jakulevičienė	Dean, Law School
12	Prof. Dr. Marius Kalinauskas	Director, Institute of Communication
13	Ieva Gustė Kavaliauskaitė	President of MRUSA (Member of the Senate from 2024-03-28)
14	Prof. Dr. Liudmila Mockienė	Director, Institute of Humanities
15	Prof. Dr. Birutė Pranevičienė	Director, Institute of Law and Law Enforcement
16	Martyna Puodžiūtė	Student
17	Prof. Dr. Aurelija Pūraitė	Professor, Institute of Law and Law Enforcement
18	Assoc. Prof. Dr. Irmantas Rotomskis	Professor, Institute of Business and Economics
19	Prof. Dr. Vainius Smalskys	Professor, Institute of Public Administration
20	Edvin Shchukin	Student
21	Dr. Aušra Šukvietienė	Lecturer, Institute of Public Administration
22	Prof. Dr. Agnė Tvaronavičienė	Professor, Institute of Public Law
23	Assoc. Prof. Dr. Virginijus Valentinavičius	Associate Professor, Institute of Communication
24	Dovydas Vanagas	President, Students Representative Body (Member of the Senate until 28-03-2024)
25	Assoc. Prof. Dr. Ramūnas Vanagas	Associate Professor, Institute of Management and Political Science
26	Smiltė Zauraitė	Student
27	Prof. Dr. Irena Žemaitaitytė	Professor, Institute of Educational Sciences and Social Work
28	Prof. Dr. Justinas Žilinskas	Professor, Institute of International and European Union Law
29	Prof. Dr. Rita Žukauskienė	Professor, Institute of Psychology

MYKOLAS ROMERIS UNIVERSITY RECTORATE IN 2024

The Rectorate is an advisory body to the Rector. As of 1 January 2024, the Rectorate had 25 members:

1	Prof. Dr. Inga Žalėnienė	Rector
2	Prof. Dr. Eglė Bilevičiūtė	President of the Trade Union
3	Marius Brežinskas	Head of Infrastructure Development Centre
4	Andžija Butvydienė	Head of Communication and Marketing Centre
5	Audra Dargytė Burokienė	Head of International Office
6	Kristina Ceinorė	Head of the Document Management Office
7	Laura Daučiūnienė	Head of the Personnel Management Centre
8	Assoc. Prof. Dr. Inga Daukšienė	Head of Law and Public Procurement Office
9	Julius Dautartas	Adviser to the Rector
10	Violeta Gaižauskaitė	Adviser to the Rector on International Relations and Communication
11	Prof. Dr. Lyra Jakulevičienė	Dean of the Law School
12	Assoc. Prof. Dr. Inga Juknytė-Petrekienė	Head of the Academic Affairs Centre
13	Laimutė Kodienė	Head of the Career Centre
14	Saulius Kvedaravičius	Director, Information Technology Centre
15	Nijolė Liatukienė	Director of the Library
16	Prof. Dr. Snieguolė Matulienė	Dean of the Public Security Academy
17	Prof. Dr. Odeta Merfeldaitė	Dean, Faculty of Human and Social Studies
18	Dr. Vilma Miglinė	Head of the Community Well-Being Centre
19	Jonas Pugačiauskas	Head of the Property Management Office
20	Assoc. Prof. Dr. Saulius Spurga	Deputy Rector
21	Aušra Šarėjūtė	Head of the Finance Office
22	Prof. Dr. Darius Štitalis	Dean of the Faculty of Public Governance and Business
23	Prof. Dr. Regina Valutytė	Vice-Rector for Academic Affairs
24	Dovydas Vanagas	President of the Student Representative Body
25	Laura Zebleckienė	Head of the Research and Innovation Centre

In 2024, the following changes took place in the Rectorate:

- **13 January 2024** – Lina Gorbačiovienė replaced Andžija Butvydienė following a change in the head of the Communications and Marketing Centre.
- **26 March 2024** – After the change of the President of the Mykolas Romeris University Student Representative Body, Ieva Gustė Kavaliauskaitė replaced Dovydas Vanagas.
- **18 June 2024** – Rimantas Kuliešius, Director for Infrastructure and Technology, and dr. Eglė Malinauskienė, Vice-Rector for Research, Science and Innovation joined the Rectorate
- **23 June 2024** – Prof. Dr. Danguolė Jankauskienė, Dean of the Faculty of Public Governance and Business, joined the Rectorate.
- **8 June 2024** – The Rector's Office was composed of 13 members following a decision to optimise its work.

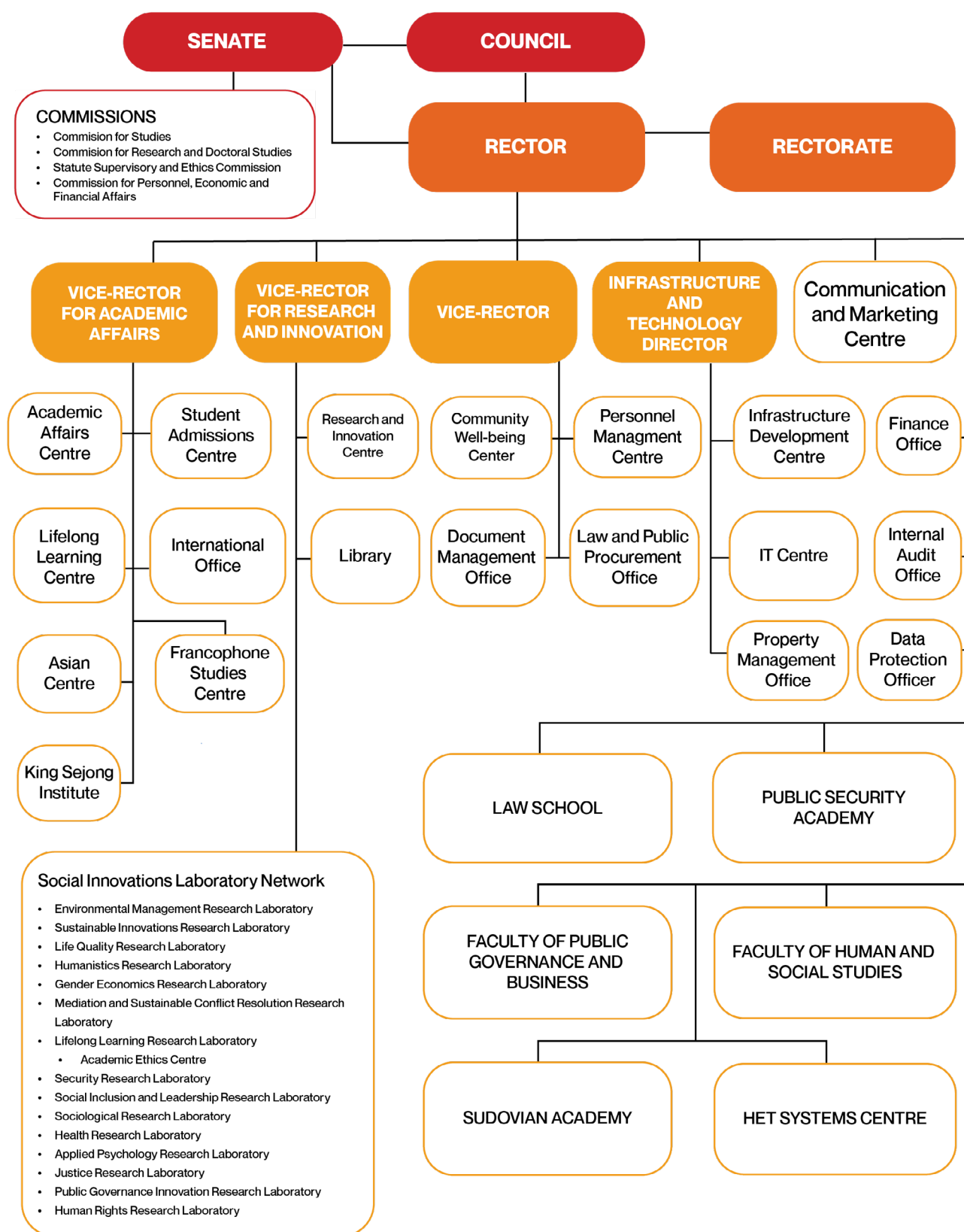
1	Prof. Dr. Inga Žalėnienė	Rector
2	Prof. Dr. Eglė Bilevičiūtė	President of the Trade Union
3	Lina Gorbačiovienė	Head of Communication and Marketing Centre
4	Prof. Dr. Lyra Jakulevičienė	Dean of the Law School
5	Prof. Dr. Danguolė Jankauskienė	Dean of the Faculty of Public Governance and Business
6	Ieva Gustė Kavaliauskaitė	President of the Student Representative Body
7	Rimantas Kuliešius	Director for Infrastructure and Technologies
8	Dr. Eglė Malinauskienė	Vice-Rector for Research and Innovation
9	Prof. Dr. Snieguolė Matulienė	Dean of the Public Security Academy
10	Prof. Dr. Odeta Merfeldaitė	Dean of the Faculty of Human and Social Studies
11	Assoc. Prof. Dr. Saulius Spurga	Deputy Rector
12	Aušra Šarėjūtė	Head of the Finance Office
13	Prof. Dr. Regina Valutytė	Vice-Rector for Studies

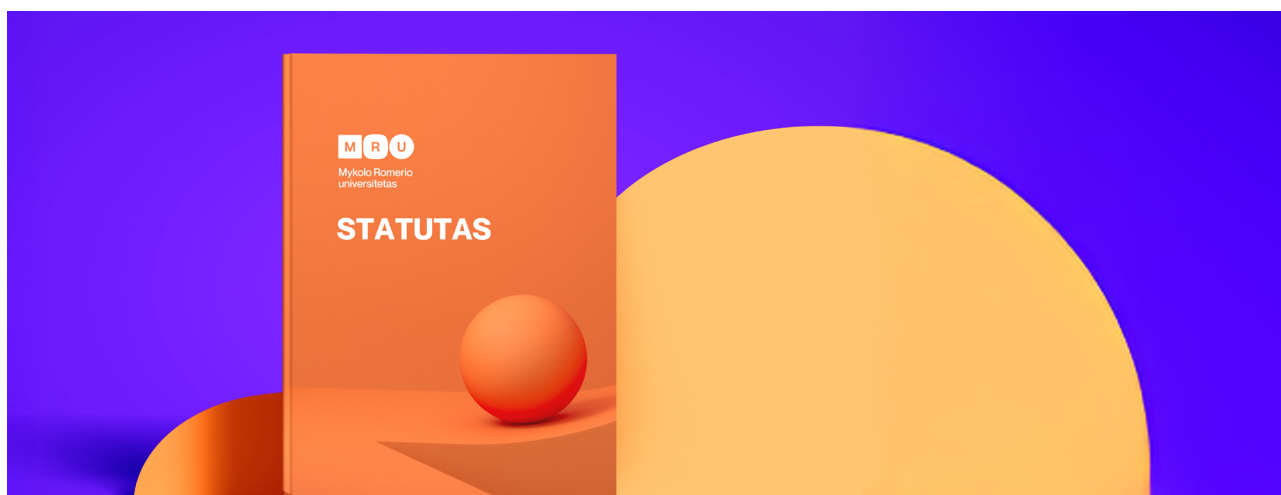
- **4 October, 2024** – Sergio Arnaldo Jofre Barrios, Director of the HET Systems Centre and Ilona Mulerenkienė, Acting Dean of Sudovian Academy joined the Rectorate
- **27 November, 2024** – Following the change of the Dean of the Public Security Academy, Dr Mantas Bileišis replaced Prof. Dr Snieguolė Matulienė in the Rectorate

The Rectorate had 15 Members as of 31 December, 2024:

1	Prof. dr. Inga Žalėnienė	Rector
2	Dr. Mantas Bileišis	Dean of the Public Security Academy
3	Prof. Dr. Eglė Bilevičiūtė	President of the Trade Union
4	Lina Gorbačiovienė	Head of Communication and Marketing Centre
5	Prof. Dr. Lyra Jakulevičienė	Dean of the Law School
6	Prof. Dr. Danguolė Jankauskienė	Dean of the Faculty of Public Governance and Business
7	Sergio Arnaldo Jofre Barrios	Director, HET Systems Centre
8	Ieva Gustė Kavaliauskaitė	President of the Mykolas Romeris University Students' Representative Body
9	Rimantas Kuliešius	Director for Infrastructure and Technologies
10	Dr. Eglė Malinauskienė	Vice-Rector for Research and Innovation
11	Ilona Mulerenkienė	Acting Dean of the Sudovian Academy
12	Prof. Dr. Odeta Merfeldaitė	Dean of the Faculty of Human and Social Studies
13	Assoc. Prof. Dr. Saulius Spurga	Deputy Rector
14	Aušra Šarėjūtė	Head of the Finance Office
15	Prof. Dr. Regina Valutytė	Vice-Rector for Studies

MYKOLAS ROMERIS UNIVERSITY ORGANISATIONAL STRUCTURE





NEW VERSION OF THE MRU STATUTE

On June 25, 2024, the Seimas of the Republic of Lithuania adopted a new version of the MRU Statute, which reflects the changes in the legal regulation of higher education and opens up opportunities to further improve the University's management processes as well as enhance the quality of research and studies. The initial draft of the Statute was prepared by a working group composed of prominent legal scholars employed at the University, along with representatives of the academic community and the administration. The draft Statute was presented to the MRU community and revised based on comments from members of the Senate and the Council during the approval process.

The newly revised MRU Statute begins with a preamble that outlines the key milestones in the University's history and the core values guiding its activities. The Statute introduces an updated list of the University's operational goals and affirms the principle of University autonomy.

According to the new wording of the Statute, when determining the composition of the MRU Senate, the number of persons holding the positions of professor and chief researcher must be at 30%, while the Law on Higher Education and Research requires at least 20%. The higher proportion of professors was proposed since the Senate needs more highly qualified and experienced members to take decisions related to research and study.

The new version of the MRU Statute stipulates that only a person of impeccable reputation, with a PhD degree and at least 5 years of teaching and management

experience in Lithuania, can be appointed as the Rector. The requirements for the Rector have thus been increased and modified. According to the current version of the MRU Statute, the Rector appoints and dismisses Vice-Rectors, Deans of Faculties, Vice-Deans and Directors of Institutes, after considering the opinion of the Senate.

The MRU Statute also discusses this possibility of providing collegiate studies, as regulated by the Law on Higher Education and Research and other legal acts of the Republic of Lithuania. An important provision has emerged that, to ensure that studies meet the needs of society and the state, the University shall cooperate closely with the social partners. When training public security officers, the University cooperates with the institutions of the Republic of Lithuania and relevant statutory bodies, ensures the participation of their representatives in decision-making regarding research and study plans and their implementation, and coordinates study programmes for the training of public security officers and their amendments with the relevant ministries and statutory bodies. The University may have a structural unit with the status of a faculty (or other academic unit not constituting an academic unit), where, in accordance with the requirements laid down in the Law on Higher Education and Research and other legal acts regulating research, studies and public security, officials are trained and research in the field of public security is carried out.

MYKOLAS ROMERIS UNIVERSITY

STRATEGY 2024-2029

On 4 July 2024, the Council of Mykolas Romeris University approved the Mykolas Romeris University Strategy 2024-2029, which was developed in strategic sessions of the MRU community that involved academic and administrative staff and students.

The Strategy outlines the University key goals, objectives and performance indicators at the national and international level in the three University missions - studies, research and services to the society. They are realised through the development of internationalisation, implementation of the Sustainable Development Goals and strengthening of the Lithuanian society through social innovations.

The University seeks to enhance the well-being of its community and improve organisational culture in a way that promotes human dignity, community involvement in decision-making, transparency, continuous progress, openness, initiative, cooperation, equal opportunity, diversity and inclusion, while responding to the individual needs of each community member.



Identity

A dynamic, international, technologically advanced and sustainable university for an individual, society and the state.



Values

As a signatory to the Magna Charta Universitatum, which defines the role of universities in society, the University, together with other European universities, is guided by the principles of academic freedom and institutional autonomy enshrined in these guidelines. The University adheres to the fundamental values of honesty, trust, fairness, respect, responsibility and courage as identified by the International Centre for Academic Integrity.



Mission

Mykolas Romeris University, exercising the right of autonomy granted by the Constitution of the Republic of Lithuania and being aware of its responsibility, serves research, the well-being of an individual, society and the state, strengthens Lithuania's democratic state, promotes harmonious research-based progress of the society, educates free, creative, responsible, critical and lifelong learning people, opening opportunities to personal and professional success for every member of the community.



Vision

Mykolas Romeris University aims to become a beacon of international and technologically advanced higher education in Lithuania and a national leader in social innovation and sustainability in the fields of studies, research and impact on society by creating an organisational culture that fosters the well-being and development of every member of its community.

MYKOLAS ROMERIS UNIVERSITY STRATEGY 2024-2029, INDICATORS

Study implementation framework

No.	Indicator	2023	2024	Target 2029
OR-1	Student satisfaction rate (%)	61	59	80
OR-2	Share of international academic staff in total number of teachers (%)	8	13	20
OR-3	Employee satisfaction rate (%)	63	62	70
OR-4	University premises renovated and modernised (%)	5	7	85
OR-5	Timely graduation rate (%)	54	69	80

Pillar of studies

No.	Indicator	2023	2024	Target 2029
1R-1	Share of national students enrolled in joint and double degree programmes (%)	35	28	55
1R-2	Share of students going on partial studies abroad (including short-term) (%)	5,32	5,42	15
1R-3	Share of international graduates to all graduates (I-II cycles) (%)	17	13,4	25
1R-4	Proportion of students experiencing internationalization at home (%)	23	37	50

Pillar of research

No.	Indicator	2023	2024	Target 2029
2R-1	Share of articles published in Q1 and Q2 quartiles out of all articles (%)	69,6	55,6	80
2R-2	Share of research projects out of all projects (%)	30	30	50
2R-3	Number of European Research Council (ERC) grants awarded	0	0	1
2R-4	Number of active research partnerships	179	237	280
2R-5	Share of projects with business partners out of all projects (%)	5	5	15
2R-6	Share of co-tutelle agreements (%)	2,26	2,26	20
2R-7	Number of start-ups after commercialisation of research results	0	0	2

Pillar of public impact

No.	Indicator	2023	2024	Target 2029
3R-1	Number of continuing education training certificates issued	2700	3324	3500
3R-2	Satisfaction rate of participants in continuing training programmes	-	9/10	9/10
3R-3	Number of research projects addressing regional issues	-	-	15



ERUA

European Reform
University Alliance



**Co-funded by
the European Union**

ERUA ACTIVITIES

The European Reform University Alliance (ERUA) is a consortium of 8 European universities united in their commitment to building a fairer, more open and inclusive society, introducing a reformist model of education that responds to the needs of students, and creating an integrated green university environment. With a strong focus on the social sciences, humanities and the arts, ERUA links these fields with technology, engineering and medicine to address the challenges of modern Europe. Membership in this alliance is in line with MRU's mission and vision as a dynamic, international, technologically advanced and sustainable university, and contributes significantly to the achievement of its strategic objectives in the fields of studies, R&D and social impact. The project duration is 48 months and the total project budget is EUR 12.8 million.



Paris 8 University
Project Coordinator



Mykolas Romeris
University



SWPS University



New Bulgarian
University



University of Macerata



Universidad de Las
Palmas, Gran Canaria



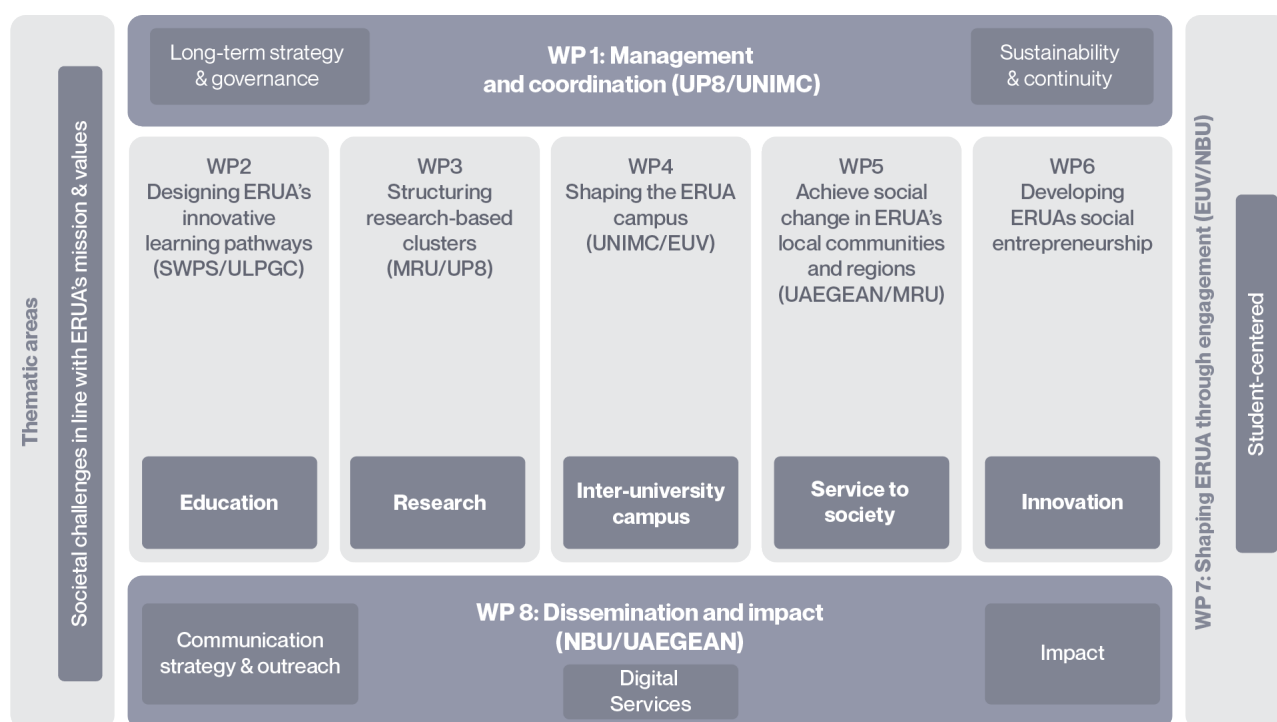
European University
Viadrina, Frankfurt (Oder)



University of
the Aegean

Together with the main members of the Alliance, ERUA is also supported by 4 associate partners from Lithuania. The activities to be carried out in the project are organised in 8 work packages (WP).

Structure of ERUA working groups



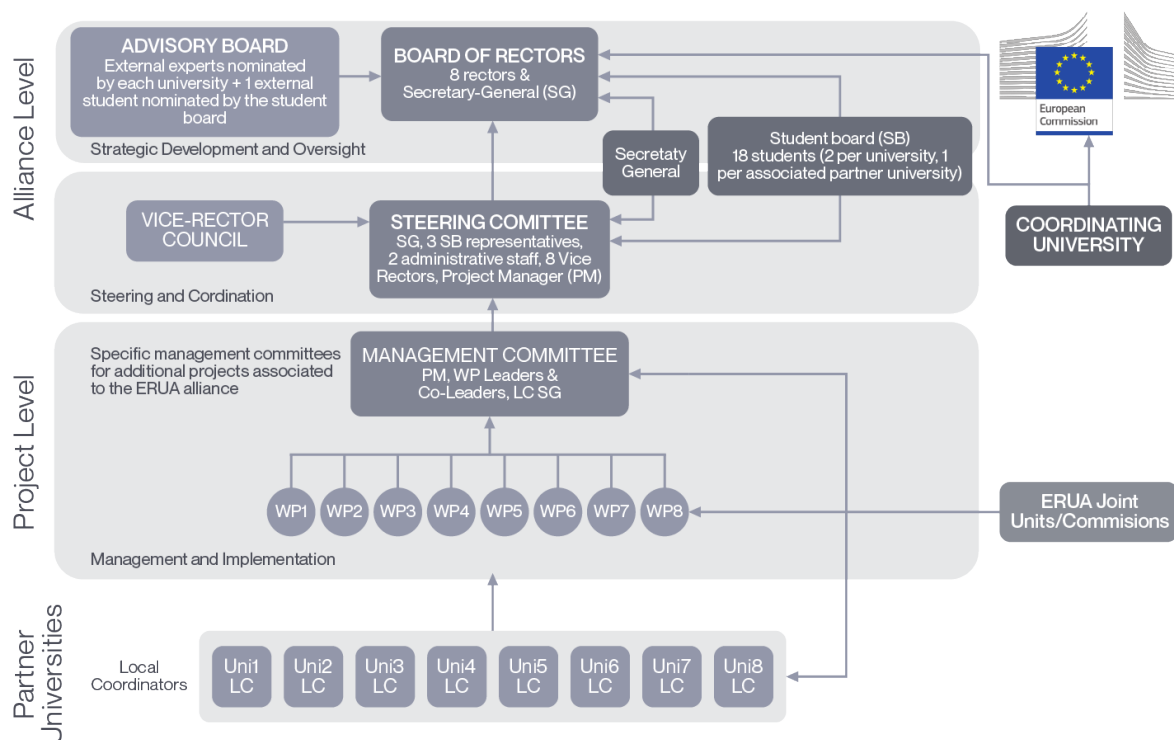
Management and coordination (WP1). In 2024, a three-level Alliance management structure was established, in which MRU representatives participate within:

The Alliance level, where strategic decisions are taken and the strategy is shaped by the Board of Rectors. The strategic advisory role is performed by the thematic Vice-Rector Councils and the External Advisory Board. The progress of the project is overseen by the Steering Committee. The interests of the students of the Alliance partners are represented in the decision-making processes by the Students' Board, the activities of the Alliance are coordinated by the Secretary General, and the quality assurance of the Alliance activities is ensured by the Quality Assurance and Impact Manager. The project level, where the day-to-day operations of the Alliance and the delivery of results is ensured by the Management Committee. At this level, activities are carried out in work packages or in temporary or permanent working groups or similar structures. In addition to the working groups set up in the context of the work packages, activities in 2024 also included the

Legal Entity Taskforce, which looked into the possibility of creating a legal entity for the ERUA, the Advocacy Group, which is tasked with ensuring the Alliance's visibility and international recognition, the Research Support Network, which aims to create a common environment to support research, and the Green and Inclusive Committee, which deals with sustainable development issues. The implementation of the latest ITC technologies and innovations was entrusted to the Information Technology Directors Board.

The partner university level, where local coordinators handle the daily operations of ERUA at a specific university. Along with the coordinators of the work package activities, they also act as intermediaries between the local academic community and the partner universities.

ERUA structure



In the context of this work package, the following documents relevant to the Alliance's activities have been adopted or updated in 2024:

- ERUA Long-Term Strategy (updated)
- Guidelines for Management Structure, Coordination Tools, and Methodologies (updated)
- ERUA Strategic Direction Guidelines (adopted on October 31, 2024)
- Quality Assurance Strategy (adopted on November 30, 2024)

Designing ERUA's innovative learning pathways (WP2).

The main tasks of this work package relate to the development of joint study programmes, the expansion of innovative teaching and learning opportunities, the provision of conditions for mobility, and the creation and dissemination of virtual learning materials.

In 2024, 21 student (including doctoral students) took part in ERUA Innovative Studies activities. MRU lecturers/staff went on 13 teaching and 22 learning visits, 4 lecturers took part in the Educational Innovation Methodologies Workshop (SWPS in Warsaw), 4 lecturers gave presentations at the ERUA Academic Innovation Conference "Towards an ERUA Academic Innovation Lab" (ULPGC Las Palmas). 15 MRU lecturers improved their didactic competences by participating in distance learning courses under the ERUA Lecturers and Researchers Training Plan 2024-2025.

During the reporting period, work began on developing a joint ERUA Joint Master's Degree Programme on

the topic of migration. The programme focuses on the integration of migrant children and adolescents into different social life, sociology, with additional areas in law, political science, education, etc. MRU is participating as a mobility partner.

In November 2024, a joint ERUA call for applications for innovative teaching activities was launched. 4 MRU representatives joined the ERUA Academic Innovation Working Group, which has developed the ERUA Academic Innovation Manual, which will be the basis for a call for ERUA inter-university educational innovation projects in May 2025.

In 2024, the definition of the ERUA microcredential was also adopted, which will serve as a basis for further development of the typology, criteria and quality assurance mechanism for the ERUA microcredential training.

Structuring research-based clusters (WP3) - a

work package co-ordinated by MRU and the 8th Vincennes Saint-Denis University of Paris, with the main objective of developing a long-term cooperation model interdisciplinary ERUA research to improve research excellence and its impact on society. This objective is pursued through the creation of interdisciplinary and inter-university networks (clusters) of researchers, the strengthening of the ERUA's overall research support system and the development of internationalisation competences of young researchers, encouraging their involvement in networking and cluster-based research. Research activities are planned in five main ERUA thematic groups: (1) migration, exile and refugees; (2) environmental transition; (3) democracy and human rights, inclusion and gender equality; (4) interculturalism and multilingualism; (5) arts and edges.

In 2024, the focus was on the creation of ERUA research clusters:

- I. Organised events at ERUA and MRU levels as well as information events on ERUA research clusters in each ERUA thematic group (23-27 September 2024).
- II. A call for proposals has been launched and 21 clusters have been selected, with more than 200 researchers planning to work in them. 33 MRU researchers are involved in 13 clusters, of which 3 researchers are involved in more than one cluster.

The competition selected 3 research clusters led by MRU scientists:

1. Interdisciplinary Research on People Inclusion in Technology-Dependent Societies (RECONNECT) - Sergio Arnoldo Jofre Barrios,
2. Historical Legacies: Law, Memory, and Reconciliation in Shaping National Histories and European Identity - assoc. prof. dr. Dovilė Sagatienė,
3. Multilingual Language Policies and Intercultural Communication for Societal Advancement in the Data-Driven Era (MULTICOM) - prof. dr. Giedrė Valūnaitė Oleškevičienė.

Cluster activities are planned to include the organisation of workshops, conferences, summer schools, joint publications and scientific proposals.

In the context of the **Shaping the ERUA campus (WP4)**, a multilateral Erasmus+ Interinstitutional Agreement for the exchange of students and lecturers has been signed in 2024, a Strategy for the "Slow" Mobility of ERUA students and Guidelines for the Activities of the ERUA

Alumni Network have been developed, and a Catalogue of ERUA Teaching Opportunities has been established.

Social change in ERUA's local communities and regions (WP5). In 2024, a review of the alignment of ERUA's activities with the Sustainable Development Goals (SDGs) and the development of a strategy, an analysis of the creative and inter-regional knowledge communities, and interactive events with the academic and local communities involving members of the MRU community were launched. For example, on 21 May, the 1st online discussion on "Coexistence Building between Refugee and Host Communities: Socio-Legal Challenges", on 30 September, the 1st Science Café on "The Role of Universities in the Integration of Migrants", hosted by the MRU, and on 30 November, the 1st Ideathon on the themes of "Migration, Exile and Refugees", and on "Democracy and Human Rights, Inclusion and Gender Equality" were organised.

In the Context of **Social entrepreneurship and social innovation workpackage (WP6)** in March-May 2024, the MRU team carried out 30 in-depth interviews with public sector employees, NGO leaders and representatives of social enterprises (research supervisor - Assoc. Prof. Dr. Miglė Eleonora Černikováitė). The research has led to the development of a robust list of social challenges and business opportunities, including innovative solutions to address migration, environment and democracy issues. A workshop on social entrepreneurship was organised during SOCIN'24. Also in 2024, a nine-module, 34 academic hour training course "ERUA Social Entrepreneurship Course: Creating Solutions for European Challenges" was developed with a focus on hands-on training to enable participants to create entrepreneurial solutions for social challenges.

Shaping ERUA through student engagement (WP7) invited students to join as ERUA Ambassadors in 2024. MRU currently has 3 student ambassadors - 2 master students Faculty of Public Governance and Business) and 1 bachelor student (Law School), 2 of whom are foreigners. 1 student within the Faculty of Public Governance and Business represents the university in the ERUA Student Board. A call for student initiative project proposals was also organised. A total of 66 applications were received and evaluated, two of which were submitted together with MRU students. Although MRU students did not secure funding for any of the 3 funded proposals, an invitation was extended to join one

of the funded projects (*Food Be Good*) which aims to reduce food waste in university canteens.

In 2024, the first issue of the student magazine was published, featuring the MRU SOCIN24 conference and the MRU student ambassadors. Also a MRU animated character was created, reflecting both the Lithuanian origin of the university and the modern approach to education, the university's ability to evolve and adapt to global societal challenges.

Dissemination and impact (WP8) in 2024 focused on smooth communication between Alliance members and strengthening the ERUA brand. In the context of the ERUA, the Alliance's website was updated, the ERUA Communication Strategy was adopted, and MRU representatives participated in an effective communication training at the New Bulgarian University. These and other measures led to an 8% increase in the social media audience, strengthened the ERUA's brand recognition and increased visitor traffic. Discussions on the ERUA's motto, anthem and coat of arms were also launched in 2024.



MRU animation character

The team of the MRU Communication and Marketing Centre created the ERUA subpage on the MRU, contributed to the production and distribution of 3 internal and 1 external issues of the ERUA Newsletter. MRU was also present at the ERUA Newsletter, issued 25-27 June 2024. MRU organised the ERUA Summit and the International Scientific Conference "Social Innovations for a Transforming Society" (SOCIN'24). On 12 December 2024 MRU and its partners organised a remote ERUA Day, bringing together around 150 members of the ERUA academic community.



STUDIES FOR GLOBAL CITIZENSHIP AND CAREER OF GRADUATES IN THE INTERNATIONAL LABOUR MARKET

In 2024, the number of MRU students has increased by 12.5%, with a corresponding increase in the number of students studying in state-funded places. The main reason for this change is the establishment of the MRU Sudovian Academy. The percentage of international students pursuing a degree has remained stable at over 13% of all students. The “attrition” rate of students has decreased from 16% in 2022 to 11% 2024.

In 2024, the University awarded 1276 diplomas to graduates at different levels, an increase of 105 graduates compared to 2023.

In 2024, 354 MRU students participated in the study exchange under the Erasmus+, other exchange programmes and university bilateral cooperation agreements. Active partnerships were recorded with 49 universities in 21 non-EU countries. As part of the development of new partnerships, the University signed 16 new agreements with universities abroad. MRU signed a Memorandum of Understanding (MoU) with 28 universities to establish the Asian University Alliance, agreeing to develop cooperation activities in academic fields.

The University's 2024-2029 strategy for studies sets two objectives - systematically promote the internationalisation and foster a culture of quality studies. The implementation of these strategic objectives over the next five years will be influenced by the ongoing debate on the changing role and values of universities in the modern world. One of the main trends with the greatest impact on the organisation and quality of the study process is the development of digital technologies. During the COVID-19 pandemic universities worldwide, it shows that this mode of studies helps to reach wider student audiences and offer study programmes or individual modules to audiences abroad. Emerging virtual reality and distance learning tools can make learning material more attractive, interesting and easier to understand. While the added value of in-person interaction, both between students and students and lecturers, remains, universities are recognising the benefits of digital technologies for the study process and are looking for ways to balance and ensure the quality of blended learning offerings.

The development of information technologies such as artificial intelligence also poses challenges for

organisation of studies, especially in ensuring the authenticity and autonomy of students' assignments, and performance assessment. Universities are also constantly seeking a balance between the need for broad academic education and skill-specific studies that are aligned with the rapidly changing needs of the labour market. This shift encourages the development of flexible and modular forms of study, such as microcredentials.

Below are key facts about the University's students and listeners, student “attrition” and graduates.

UNIVERSITY STUDENTS AND LISTENERS 2022-2024

2022

STUDENTS IN BACHELOR'S STUDIES:
3005



STUDENTS IN MASTER'S STUDIES:
2437



STUDENTS IN DOCTORAL STUDIES:
172



STUDENTS IN PROFESSIONAL STUDIES:
57



State-funded



Not state-funded

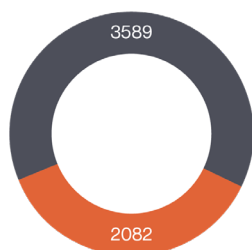
LISTENERS

148

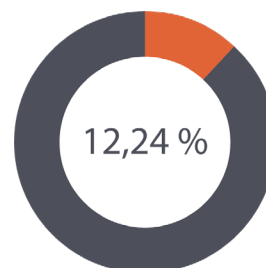
TOTAL NUMBER OF STUDENTS AND LISTENERS

5819

TOTAL NUMBER OF STUDENTS
5671



694 OF THEM INTERNATIONAL DEGREE-SEEKING STUDENTS



2023

STUDENTS IN BACHELOR'S STUDIES:
3000



STUDENTS IN MASTER'S STUDIES:
2291



STUDENTS IN DOCTORAL STUDIES:
177



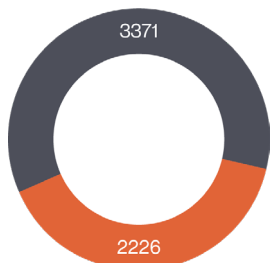
STUDENTS IN PROFESSIONAL PEDAGOGY STUDIES: 129



LISTENERS

113

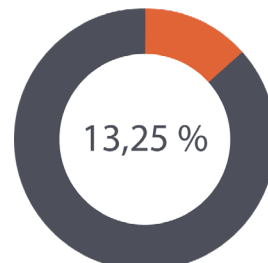
TOTAL NUMBER OF STUDENTS
5597



TOTAL STUDENTS AND LISTENERS

5710

757 OF THEM INTERNATIONAL DEGREE-SEEKING STUDENTS



2024

STUDENTS IN BACHELOR'S STUDIES:

2910



STUDENTS IN MASTER'S STUDIES:

2396



STUDENTS IN PROFESSIONAL BACHELOR'S STUDIES: 720



STUDENTS IN PROFESSIONAL PEDAGOGY STUDIES: 176



STUDENTS IN DOCTORAL STUDIES:

177



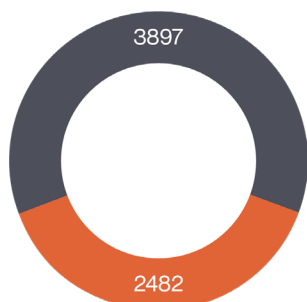
State-funded

Not state-funded

LISTENERS

154

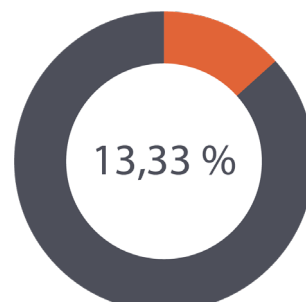
TOTAL STUDENTS
6379



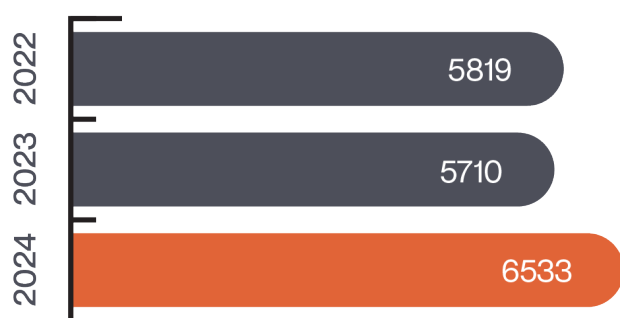
TOTAL STUDENTS AND LISTENERS

6533

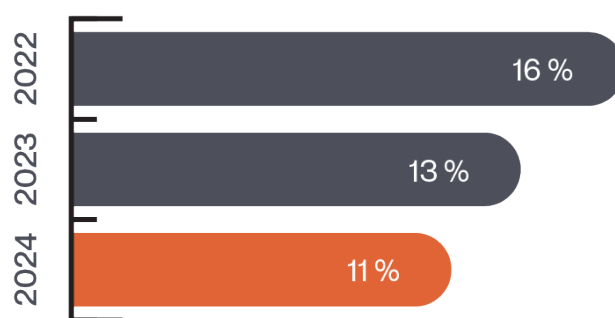
OF WHICH 871 INTERNATIONAL DEGREE-SEEKING STUDENTS



MRU Students and Listeners



Student Dropout Rates 2022–2024



MRU GRADUATES 2022–2024

2022

Graduates: 1211

	Bachelor's	Master's	Doctoral	Professional studies
Total	470	680	19	42
State funded	87	215	19	8
Not state-funded	383	465	0	34

2023

Graduates: 1171

	Bachelor's	Master's	Doctoral	Professional pedagogy studies
Total	399	707	20	45
State funded	134	233	17	21
Not state-funded	383	465	3	34

2024

Graduates: 1276

	Bachelor's	Master's	Doctoral	Professional studies
Total	540	616	17	103
State funded	252	248	14	26
Not state-funded	288	368	3	77

Number of Graduates in 2022–2024



Number of Mentors in 2022–2024



Employed Graduates 2022–2024

Year of Graduation	Number of Graduates	Employed independently and/or under employment contract (including those who are working and continuing their studies)
2021	1182	79 %
2022	1220	79,7 %
2023	1169	74,1 %

Detailed information on graduate career indicators by study programme is available here:

<https://www.mruni.eu/en/graduates-career/>

The University offers study programmes in 19 fields of study: Accounting, Education Sciences, Economics, Philology (English), Finance, Informatics, Communication, Pedagogy, Political Science, Psychology, Social Work, Law, Management, Business Studies, Translation, Public Administration, Public Security, Human Resource Management.

In 2024, the University was offering 69 study programmes 33 of which were in English (or Lithuanian and English).

In 2024, the following study fields were accredited:

- Bachelor's studies in Informatics for a period of 3 years;
- Bachelor's and master's studies in Communication for a period of 7 years.

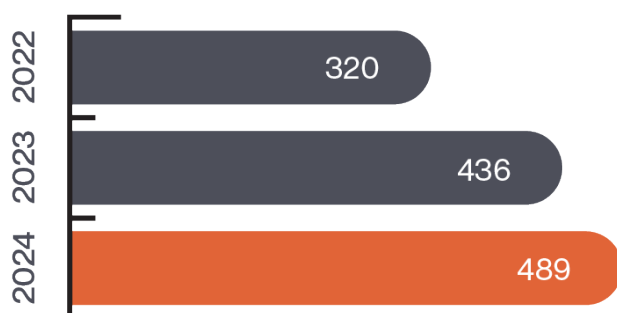
In 2024, 9 new study programmes were registered. 3 first-cycle study programmes were registered in the field of Law - Law and Global Security; *Law and Financial Technologies (FinTech)*; *Law and International Relations*. Moreover, 1 new professional bachelor's degree programme *Public Security* has been registered following the Government's approval of MRU's permission to conduct college studies in the field of *Public Security*.

5 new master's study programmes were registered: 3 in the field of Law - Criminal Law and Criminology; International Law; Law and Pre-trial Proceedings; 1 in the field of Public Security - Countering Hybrid Threats; and 1 in the field of Psychology - Developmental and Educational Psychology.

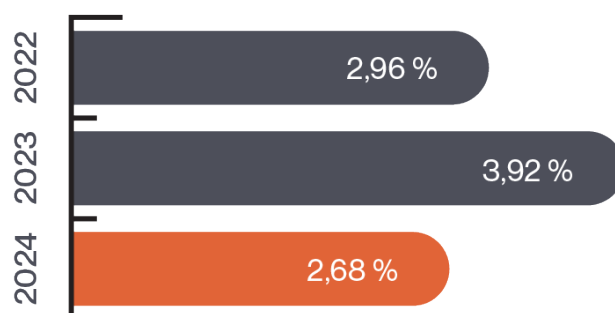
In 2024, the number of incoming students under the Erasmus+ and other exchange programmes as well as bilateral cooperation agreements for partial studies, internships, summer schools and intensive programmes increased by 12.16% from 436 in 2023 to 489 in 2024.

In 2024, 354 MRU students participated in study exchange through the Erasmus+ and other programmes as well as bilateral agreements. These included partial studies, internships, placements, intensive programs, and doctoral mobility. Of these, 175 students took part in long-term mobility (more than 15 ECTS), while 179 participated in short-term mobility (less than 15 ECTS). By study level, 180 bachelor's students participated (130 long-term, 50 short-term), 132 master's students (41 long-term, 91 short-term), and 42 doctoral students (4 long-term, 38 short-term). Since 2022, the number of outgoing students has grown, exceeding pre-pandemic levels in 2023. However, in 2024, the share of students undertaking long-term mobility decreased to 2.68%. Meanwhile, short-term mobility grew significantly, increasing from 80 to 179 participants, including 20 students who took part in ERUA mobility. The most popular destinations were South Korea (18.86%), Spain (12.57%), France (10.29%), and Germany (9.71%). The most frequently chosen fields of study included psychology, philology, translation, law, and management. In terms of inclusion and financial support, 5.14% of long-term participants received additional funding under Erasmus+ conditions, while one student who declared a disability was provided with inclusion support. The mobility results demonstrate ensuring inclusion and equal opportunities for all participants and increasing student participation in international exchange and a growing interest in short-term mobility.

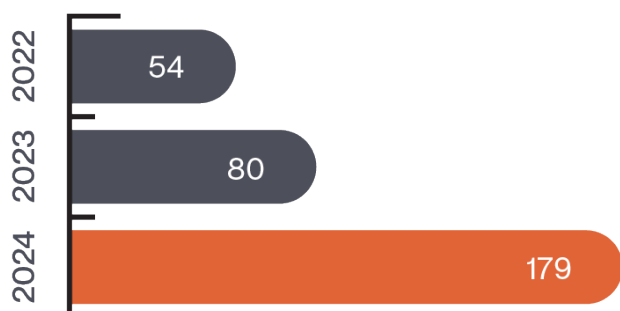
Number of incoming students in 2022-2024



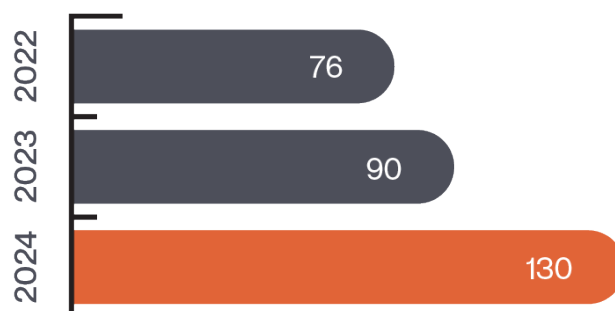
Number of outgoing students for long-term mobility in 2022-2024



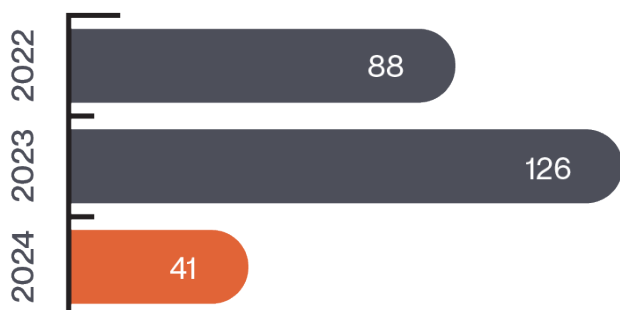
Number of outgoing students for short-term mobility in 2022-2024



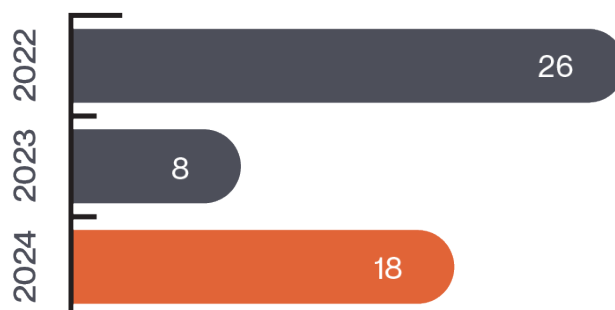
Number of outgoing bachelor's students in 2022-2024



Number of outgoing master's students in 2022-2024



Number of outgoing doctoral students in 2022-2024

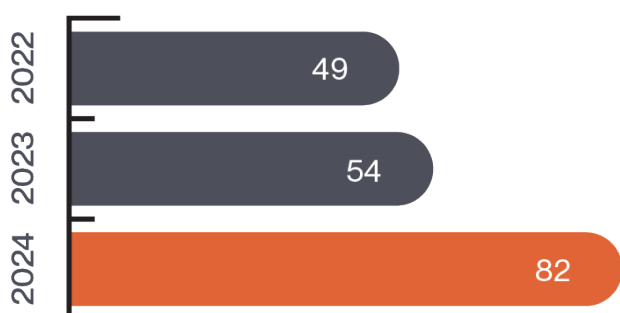


In 2024, 91 citizens (or permanent residents) from other EU countries studied at the university. Their share amounted to 10.44% of all international degree-seeking students.

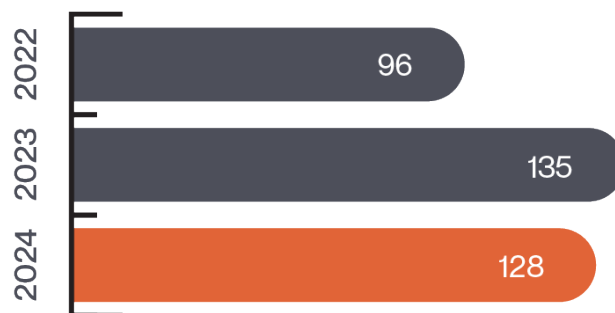
The number of international lecturers and researchers arriving for visits of three months or longer (under employment, service, or other agreements) increased from 54 in 2023 to 82 in 2024. Their share of the total academic staff accounted for 13.37%.

The share of international lecturers and researchers who arrived for visits shorter than three months to teach under exchange programs or for internships accounted for 20.88% of the total academic staff. In 2024, 128 incoming lecturers and researchers participated in this mobility.

Number of international lecturers and researchers arriving for visits of 3 months or longer in 2022-2024

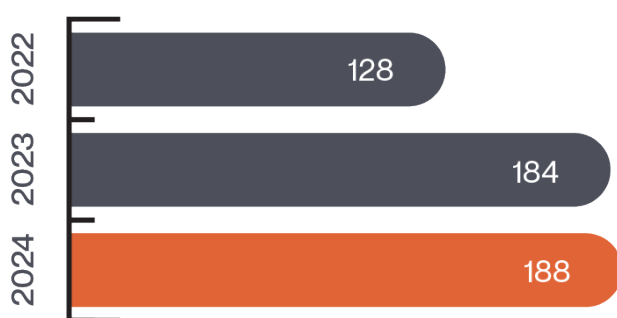


Number of international teachers and researchers arriving for less than 3 months in 2022-2024



In 2024, 118 academic staff went abroad to teach or conduct research at foreign academic or research institutions for periods up to three months. It makes 30.66% of all academic staff.

Number of academic staff visiting universities or research institutions abroad for up to 3 months in 2022-2024



In 2024, the university and its faculties were actively engaged in 21 international organizations and networks including: the Agence universitaire de la Francophonie (AUF); Forum of Presidents of Asian Universities (AUPF); British Chamber of Commerce in Lithuania (BCCL); European Union Agency for Law Enforcement Training (CEPOL); Association of European Law Faculties (ELFA); European Academic Integrity Network (ENAI); United Nations Academic Impact (UNAI); European Observatory on Sport and Employment (EOSE); European University Association (EUA); International Association of Universities (IAU); European Women Rectors' Association (EWORA), European Border and Coast Guard Agency (FRONTEX), NORDPLUS Law Network; European Legal Practice Integrated Studies (ELPIS) Network, The Foundation for Legal Knowledge Systems (JURIX), Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPACEe), International Association of University Presidents (IAUP), Baltic Universities Program (BUP), European Lexicography Association (ELEXIS), Norwegian-Lithuanian Chamber of Commerce (NLCC), American Chamber of Commerce in Lithuania (AmCham Lithuania).

At the Asian University Presidents' Forum held from 31 October to 2 November 2024, MRU and other 28 universities, signed a Memorandum of Understanding (MoU) to establish the Asia Alliance University (AAU) and committed to develop collaborative activities.

AAU's vision is to create an innovative and collaborative higher education ecosystem in Asia, allowing students to transfer academic credits between AAU institutions and develop dual degree programmes. This Memorandum is the first step in the implementation of the AAU. MRU joins the AAU as a "know-how" partner, bringing with it the experience gained at ERUA. The AAU platform will enable MRU to contribute to higher education change and innovation in the Asian region developing value of knowledge and best practice exchanges between Europe and Asia.

The University fosters active partnerships with non-EU universities, focusing on systematically implemented cooperation activities (exchange of students, lecturers and/or researchers, joint conferences, collaborative research, or other projects). In 2024, active partnerships (defined as having implemented at least three joint activities within a three-year period) were recorded with 49 universities in 21 countries. In 2024, 16 new agreements were signed.

Free Korean language courses, cultural events and open lectures took place at the Vilnius King Sejong Institute (KSI) in 2024. The events and activities were not only open to MRU students and staff but also to school pupils, students from other universities, and people interested in the East Asian languages.

In 2024, 287 students attended the Korean language course, taught by 6 Institute teachers. 45 students attended the Korean culture courses including Korean folk arts with teacher Eun-ok Kim Kang, calligraphy intern-teacher Ji-yeon Choi, and k-pop dance intern-teacher Na-hyun Lim. All courses were taught on site at the Institute.

Students enrolled in MRU-DSU (Dongseo University) joint study programme "Game Development and Digital Animation" including those specializing in "Digital Media Design" and planning to study in South Korea where they will be able to put the gained skills into practice.

KSI Vilnius also organised one-day workshops: calligraphy, traditional masks, Korean Thanksgiving (Chiusok - 추석) workshop. On 4 October 2024, the KSI Vilnius celebrated its 10th anniversary in conjunction with Korean Alphabet Day. On this occasion, KSI Vilnius was visited by H.E. Jeon Jo-yeong (전조영), the first Ambassador of South Korea to Lithuania, and the Third Secretary Ms. Lee Hye-ri (이혜리). During the festive period, Hankuk University of Foreign Studies' Baltic Studies Center Director Prof. Dr. Seo Jin-seok also visited, and on October 19, he gave a public lecture "The Skill to Comprehend the Contextual Grammar of Korean Society".



**RESEARCH THAT CREATES
GLOBAL VALUE**

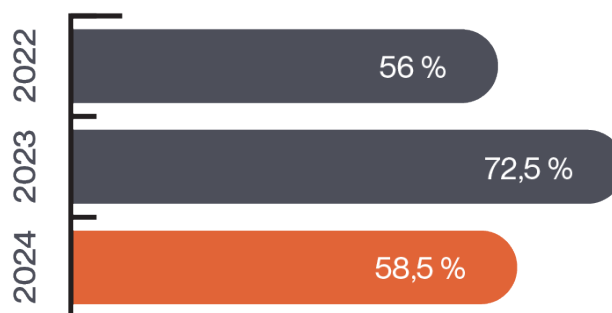
Mykolas Romeris University Strategy for 2024–2029 envisages the following goals for research: increasing the international visibility of the research portfolio, implementing research that creates value for society, and strengthening the effectiveness of knowledge, skills, and technology transfer processes. In 2024, the number of active international research partnerships increased by 32.4%, the number of citations in the Clarivate Analytics Web of Science and/or Scopus databases increased by more than 27%, and the number of ongoing research and study projects reached 122. To foster a high-level international and sustainable research and development ecosystem in the fields of law, communication and information, education and psychology, the project “Establishment of Excellence Centres at Mykolas Romeris University” was launched. The most significant projects include development of infrastructural CRIS research management system, participation in the eLABa consortium as well as the implementation of a new generation library services platform “ALMA”.

The Strategy 2024–2029 also sets goals aligned with major trends in research worldwide including growing importance of international researcher collaboration, expanding capacity of digital technologies in research, maintaining autonomy and sustainability by diversifying research funding sources, career development for early-career researchers, and ensuring researchers’ well-being and mental health. It has been observed that current research evaluation methods do not adequately measure the true research impact on society and the content quality of research output. Therefore, in September 2024, MRU joined the Coalition for Advancing Research Assessment (CoARA), which currently includes 700 research organisations, funders and evaluators worldwide. The Coalition’s main objective is to reform the methods and processes for assessing research performance and organisations, which are currently based primarily on quantitative indicators such as number of publications, citation metrics, etc. In 2024, the share of monographs and their chapters published by internationally recognized academic publishers accounted for 58.5 percent of all monographs and their chapters at MRU.

38 monographs or their parts were published by internationally recognized publishers and 27 by other publishers. The key topics discussed in the monographs include legal, political and managerial aspects of the

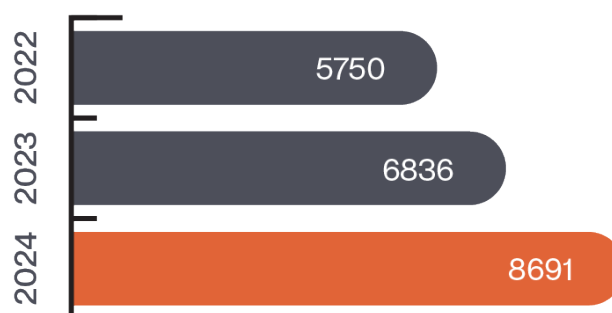
war in Ukraine, economic security, the application of information and communication technologies in the organizational management, their impact on the arts and humanities, and the influence of studying abroad on Lithuania.

Share of monographs and their parts published by internationally recognised publishers in 2022–2024



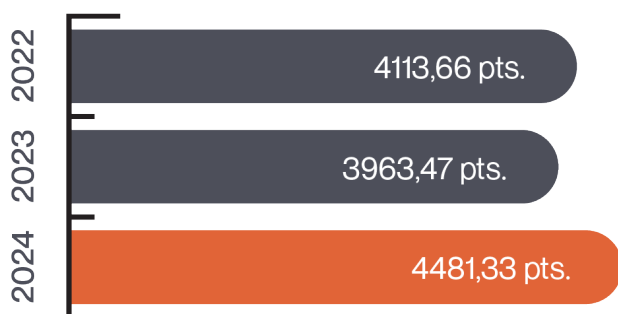
In 2024, the number of citations in the Clarivate Analytics Web of Science and/or Scopus databases increased by more than 27 percent, while the growth in 2023 was nearly 19 percent.

Citation growth dynamics of peer-reviewed articles in CA WoS and/or Scopus in 2022–2024

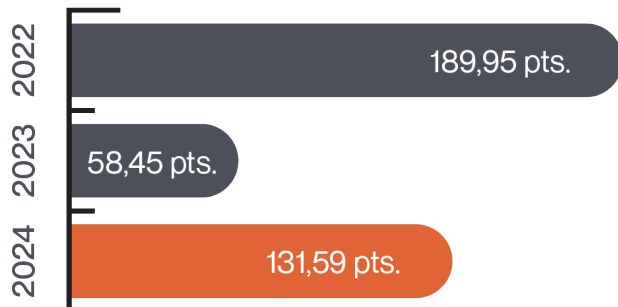


In 2024 the formal (annual) research aggregated score in the social science papers was 4481.33 points and the score in humanities almost doubled as compared to the 2023 research evaluation results.

Total scores of formal (annual) research evaluation of social science papers in 2022-2024

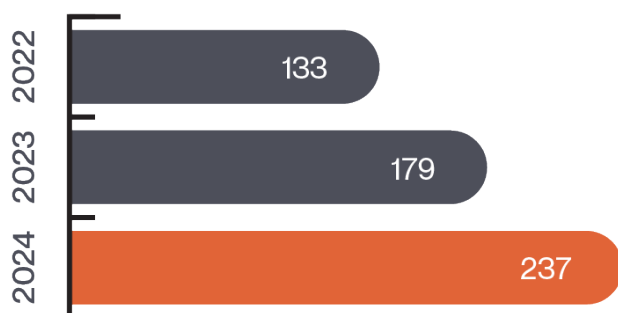


Weighted sum of points in the formal (annual) assessment of humanities research papers 2022-2024



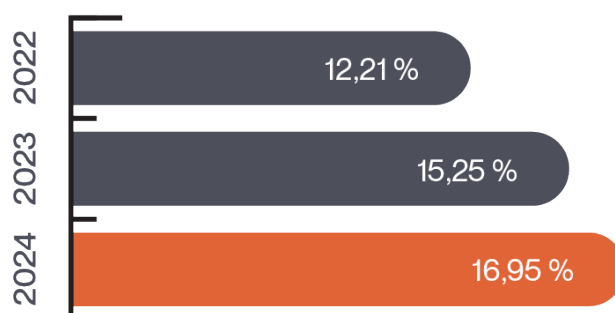
Over the past five years (2020-2024), the University has actively collaborated with 237 foreign institutions, with whom it has developed 3 or more publications indexed in Scopus. These partnerships span 65 different countries around the world, reflecting the broad international involvement and networking of the scientific community. Compared to the previous five-year period (2019-2023), the number of active international partnerships increased by 32.4%.

Number of active partnerships 2022-2024



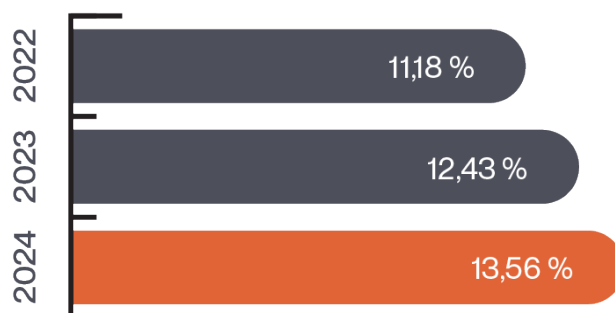
In 2024, the number of foreign doctoral students continued to increase, with the share of foreign nationals rising to 16.95% of all doctoral students in 2024. The vast majority of foreigners (70%) are enrolled in doctoral studies in the field of law. As many as 46.67% of foreign doctoral students are citizens of Ukraine, while others come from Brazil, Latvia, Poland, France, Romania, Sakartvelo, Germany, and other countries. Over the last 5 years, 7 foreign citizens have successfully defended their doctoral dissertations at MRU.

Percentage of foreigners in doctoral studies 2022-2024



In 2024, the share of doctoral students seeking the European Doctorate Certificate accounted for 13.56% of all doctoral students. Most of them are doctoral students in the field of law, working on dissertations in both international and private law. In 2024, one European Doctorate Certificate was awarded to a doctor who defended a dissertation in the field of psychology. In total, 4 certificates were awarded.

Percentage of doctoral students seeking the European Doctorate Certificate in 2022-2024 among all doctoral students



In 2024, MRU began implementing the project "Establishment of Excellence Centres at Mykolas Romeris University". The project aims to create a

sustainable research ecosystem, within which the Social Innovations Excellence Centre will operate, conducting research and experimental development of the highest international level.

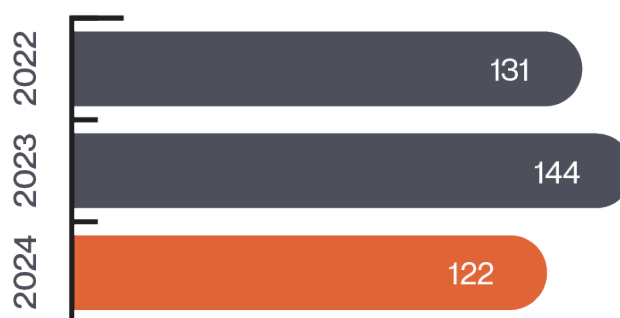
The Excellence Centre project will launch 12 in-house research projects in 2024 in the fields of law, communication and information, education and psychology. The internal projects attracted 8 new researchers for research and experimental development during the year under review, including 5 doctoral students or post-doctoral fellows, and 3 experienced researchers from foreign higher education institutions. In 2024, 59 personal and international memberships in high-level organisations and networks were acquired, and 6 databases were subscribed to for a 3-year period: APA PsycBooks (via EBSCO), Cambridge Journals Online, Oxford Reports on International Law (ORIL), Passport (Euromonitor International), Springer Nature Journals, and Wiley Online Library.

In 2024, 122 research and study projects were implemented at MRU. In 2024, activities were successfully implemented within the framework of the initiative “UNESCO Chair on AI, Emerging Technologies”

led by Prof. Dr. Paulius Pakutinskas, Head of the MRU School of Law LegalTech (Legal Technologies) Centre and Innovations for Society. In 2024, the project “Harnessing AI and Data-Intensive Technologies” (HARNESS) was awarded under the Marie Skłodowska-Curie Actions Doctoral Networks program. The goal of the project is to develop a multidisciplinary group of 13 doctoral students within an international doctoral network, specializing in the fields of ethics, law, and technology.

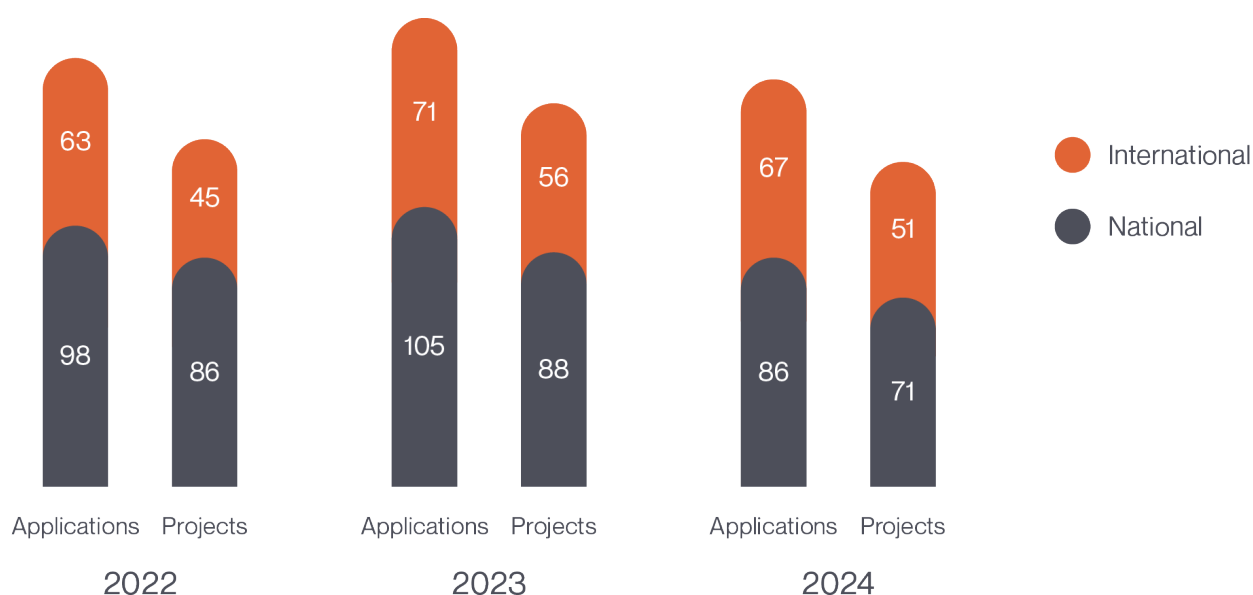
Detailed information about international and national projects carried out at the University is provided here: <https://www.mruni.eu/en/research/projects>

Number of projects being implemented in 2022 - 2024



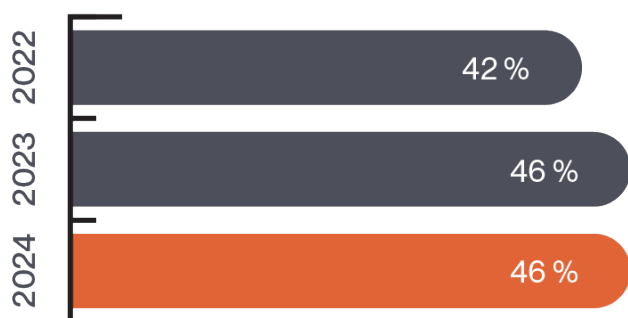
It should be noted that in 2024, MRU submitted fewer but more complex project proposals, with more funding, larger consortia and a desire to compete in higher level competitions.

Ratio of applications to projects being implemented in 2022-2024



The analysis of the dynamics of high-level international projects shows that the indicator remained stable in 2023 and 2024. This suggests that the quality of newly funded projects is at a high level. MRU coordinates high-level international projects and fewer projects in which the University only plays a participatory role.

The percentage of high-level international projects (coordinated projects, projects leading work packages, etc.) as compared to other international projects in 2022-2024



The total number of publications registered in eLABA in 2024 was 10.2% higher than in 2023 and 7.6% higher than in 2022. The number of monographs and their chapters published by other (non-international) publishers increased, as well as the number of peer-reviewed articles and science popularisation publications not indexed in international databases.

Number of scientific publications in eLABAa data 2022-2024

Number of scientific publications *	2022	2023	2024
Monographs, edited books and their parts published by internationally recognised publishers	28	40	38
Monographs, edited books and their parts published by other publishers	23	17	27
Articles in publications indexed in Clarivate Analytics Web of Science and/or Scopus databases:	191	161	167
Of which articles with citation rate	170	151	153
Of which articles in the top quartile journals (Q1- Q2)	136	112	90
Of which articles without citation rate	21	10	14
Articles in publications included in other international databases	93	112	95
Other peer-reviewed articles	74	86	123
Textbooks, teaching materials, and their parts	30	21	2
Science popularisation publications	28	50	59
Other publications	136	102	138
Total number of publications	603	589	649

**The data in the table is recorded annually on 31 January of the current year, based on the previous year's eLABa reports.*

The number of monographs, research studies and chapters published by internationally recognised publishers remained stable, and the number of articles in publications included in the WoS and/or Scopus databases increased slightly as compared to 2023, but the share of these articles in the total number of peer-reviewed articles in 2024 decreased slightly, to 43.4%, as compared to 44.8 % in 2023 and 53.4% in 2022 figure. Detailed data on MRU articles are presented in the table below.

It should be noted that in the 2024 edition “Science-Wide Author Databases of Standardized Citation Indicators”, compiled by researchers at Stanford University, Prof. Dr. Paulo Alexandre da Silva Pereira of the MRU Faculty of Public Management and Business was included in the list of the world's top 2% of researchers. The database ranks researchers based on their citation rates, using on data from the Scopus database, and covers a wide range of fields and disciplines.

MRU article statistics 2022-2024

	2022	2023	2024
Share of monographs, edited books and their parts published by internationally recognised publishers, as compared to total number	54,9	70,2	58,5
Share of articles included in WoS and/or databases as compared to all peer-reviewed articles	53,4	44,8	43,4
Share of articles included in WoS and/or Scopus databases with citation metrics, as compared to all articles in publications included in WoS and/or Scopus databases	89,0	93,8	91,6
Share of articles in publications included in WoS and/or Scopus databases with a Q1-Q2 citation rate, as a percentage of all articles in WoS and/or Scopus databases	71,2	69,6	53,9
Share of articles in WoS and/or Scopus databases with a Q1-Q2 citation rate, as compared to to all articles in WoS and/or Scopus databases with citation metrics	80,0	74,2	58,8

Both the research projects and scientific publications at MRU align with the following approved research programmes of the University: Educational Science Programme, the Philology Programme, the Communication and Information Programme, the Psychology Programme, the Sociology Programme, the Law Programme “Rule of Law, Sustainability and Technology” and the Research Programme in Management, Economics, Political Science “Perspectives on Resilience, Sustainability and Progress”.

In 2024, MRU implemented the Current Research Information System (CRIS) - a research management system for collecting, organising, analysing and managing research data. Profiles of MRU researchers have been created in CRIS, which include contact information, identification of the department/unit, list of publications (integrated from eLABa), and project participation data. Academic staff from all faculties have also received trainings on how to use CRIS.

LIBRARY ACTIVITIES

In 2024, the library's collection was replenished with 703 copies of publications, including 61 copies of the latest MRU publications. Additionally, 282 copies of books required for study programs were purchased from Lithuanian and foreign publishers. The collections are reviewed annually, and outdated or worn-out publications are removed.

Changes in library information resources (2022-2024)

	2022	2023	2024
Library resources	190 184	190 620	187 337
Publications received per year (copies)	1 823	1 245	703
Publications withdrawn per year (copies)	14 033	809	3 986
Subscribed databases	37	37	41
Number of e-books in DB (titles)	233 351	255 506	261 837
Number of periodicals in the DB (titles)	35 289	36 462	37 817

The number of electronic resources available in subscribed databases increased in 2024.

Library subscribed databases

	2022 m.	2023 m.	2024 m.
Subscribed databases	37	37	41*
Number of e-books in the subscribed DB	233 351	255 506	261 837
Number of e-journals in subscribed DBs	35 289	36 462	37 818

This has been positively influenced by a significant increase in interest and active use of electronic resources by both the MRU community and external users.

Similarity of e-resources available to MRU users in terms of number of full-text documents downloaded

	2022	2023	2024
DB subscriptions	423 069	236 863	598 469
eLABa PDB, ETD	1078 380	785 938	690 664
MRU CRIS repository	328 449	132 410	434 653

The increase in the number of open access publications in 2024 is directly related to the active initiatives of research institutions and the Research Council of Lithuania to promote and support open access (see Table).

Number of Open Access publications in the eLABa repository

Year	2022	2023	2024
eLABa PDB	599	540	649
eLABa ETD	137	128	123
MRU CRIS repository	328 449	132 410	434 653

Members of the University community have the possibility to connect remotely to all electronic resources and subscription databases. The active use of the service leads to an increase in the number of remote users of information. Virtual visits in 2024 amounted to 154 000 visits from Lithuania and 14 000 from foreign countries.

Library Visitors and Loan Statistics (2022-2024)

Year	Number of visitors			Number of reg- istered readers	Number of publications on loan		
	Per year	Per day	Extended work- ing hours during the year		Overall	Out of these	
						at home	in reading rooms
2022	61 489	210	0	9 697	43 374	13 899	29 475
2023	63 020	211	4 282	8 780	31 769	12 434	19 335
2024	61 937	189	3 020	7 644	26 762	10 562	16 200

In 2024, 35 dissertations (6,925 pages) were digitized and 4,925 pages of educational material for researchers were scanned. All 134 dissertations from 1996-2008 have now been digitized.

The library provides a wide range of services to develop students' information and academic literacy. In 2024, 119 library training sessions were held in Lithuanian (83) and English (36). The library has added two new topics to the Competence Development Plan for Lecturers and Researchers: "Artificial Intelligence. How to formulate a query?" and "Academic Ethics. How to cite sources?". In total, 1,434 participants took part in the library's training sessions: 982 in Lithuanian and 452 in English.

Number of participants in library training sessions (2022-2024)

2022	2023	2024
1417	1265	1434

In November 2024, the University Library launched ALMA, a new next-generation library services platform purchased by the eLABa consortium and deployed in the library. The system enables the use of world-class collection methods, expands the management of electronic resources and digital collections, and ensures seamless integration into the academic environment (financial management, staff management, learner management, etc.).



MRU STUDENTS

In 2024, MRU students were very active in various activities, contributing to the higher quality of studies and fostering community spirit. Students had the opportunity to participate in various training activities. Inventive student activities, centred on the Mykolas Romeris University Students' Representative Body , MRUSA, significantly enriched the leisure time of MRU students.

A freshers' camp was organised with an interesting and engaging programme, and the future freshers were better acquainted with the university. The new contacts made at the camp helped the freshmen to integrate more quickly the academic community.

A celebration of 1st September was organised for first-year students. The Group Mentor Programme facilitated the integration period of first-year students at the University. The group mentors explained the students' concerns and guided them to the right classrooms. The traditional MRUSA General Training sessions for newly joined members have been conducted.

Before the sessions, students' academic honesty during exams was promoted via social media. Students watched the exams during the session, taking a real part in ensuring academic integrity.

A quiz was organised and was invited: students, lecturers, other MRU administrative staff and MRU alumni and guests.

Student surveys on the quality of studies and dormitory life have been developed and publicised, and the results have been shared with the University administration. MRUSA faculty coordinators organised a discussion of the results of these surveys with faculties and institute directors. A survey on students' psycho-emotional state and well-being was carried out and the answers were shared with the University psychologists.

The traditional annual student event at the University, MRU Night'24, attracted around 800 students. MRUSA's annual event - MRUSA Gathering'24 - was organised, with the participation of MRU alumni.

MRU dormitories in Vilnius have a Dormitory Council, which helps maintain order and communicates with the student house manager.

Students also received courses on projects, marketing and more.



IMPACT ON SOCIETY

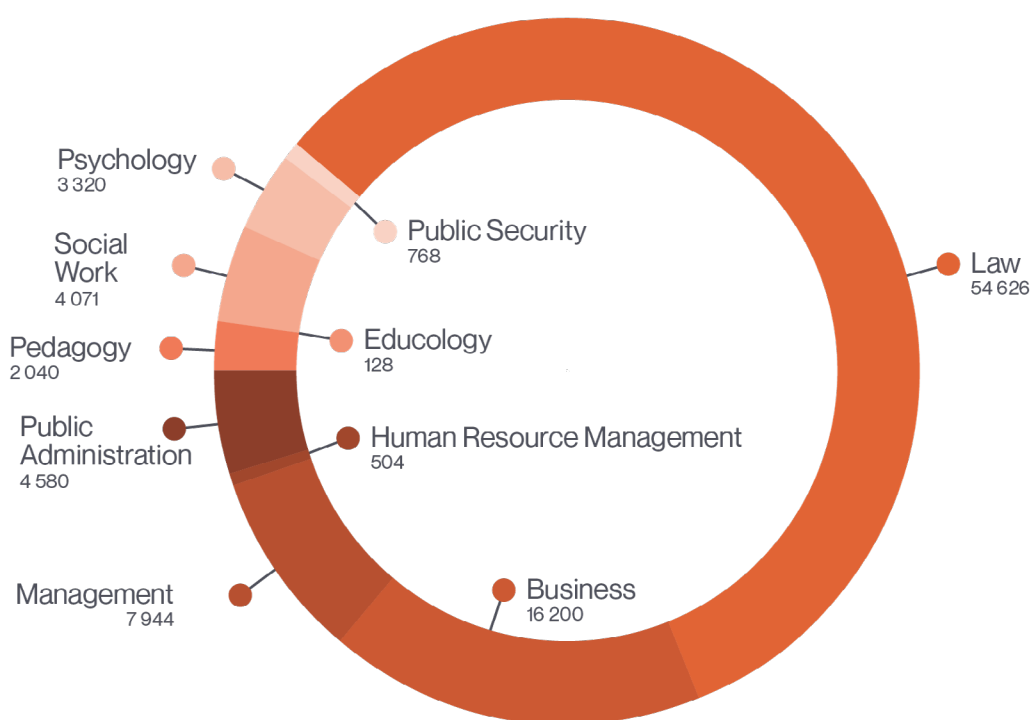
The University is actively engaged in lifelong learning activities, reaching diverse age groups (from schoolchildren to adults in non-formal education) and professional groups (educators, social workers, judicial staff, civil servants, legal professionals, officials, etc.). It fosters knowledge, enhances skills, and contributes to the development of various social groups and sectors.

The University's in-service training is primarily focused on the public sector. However, it is encouraging that in 2024, two cross-sectoral continuing education programmes—relevant to both the public and private sectors—were successfully implemented.

As part of these initiatives in 2024, more than 150 training sessions were organised, ranging in length from 2 to 180 academic hours. The total number of participants reached nearly 5,000 over the year. Approximately 3,300 certificates of completion were issued. In total, trainees received over 94,000 academic hours of instruction.

The most popular courses by field of study are those: law, business, social work and public administration.

Total academic hours for all participants by field of study



Popularity of MRU training in 2024 in terms of total number of academical hours for all participants

In 2024, MRU and its partners implemented three unique specialised training programmes, each comprising 162 academic hours (6 ECTS credits):

- The Anti-Money Laundering and Counter-Terrorist Financing (AML/CFT) Certification Programme, successfully completed by 193 participants, mostly from the business sector.
- A programme for lawyers representing minor victims in pre-trial investigations and court proceedings, attended and successfully completed by 63 lawyers.
- A training programme for lawyers defending juvenile suspects and defendants in pre-trial investigations and court proceedings, successfully completed by 47 lawyers.

Through the “Avatar Training” programme, conducted by MRU researchers, 100 specialists from the Child Protection and Adoption Service enhanced their competencies in conducting interviews with children who have experienced violence.

In cooperation with the Lithuanian Association of Social Workers and the Public Institution Professional Competence Development Centre, training courses were organised for 16 groups of participants on a variety of relevant topics in the fields of psychology, human resource management, public security, social work, and law. Around 500 professionals working in Lithuania’s social services sector improved their qualifications through these trainings.

Following successful public procurement tenders, two agreements were signed with the Vilnius Centre for Education and Progress.

As a result, 117 students were enrolled in the “Professional Pedagogy” programme and 15 students in the “Social Pedagogy” programme at MRU, with studies commencing in October 2024.

The number of further training certificates issued by MRU, as well as the overall ratio of non-formal education participants (those certified by MRU and those certified by the commissioning institution), has been steadily increasing: in 2022, 2,194 certificates were issued with a total of 4,226 registered participants; in 2023, 2,707 certificates were issued with 4,233 participants; and in 2024, 3,324 certificates were issued, with a total of 4,825 participants.

Number of qualification certificates issued by MRU and total number of non-formal learners 2022-2024

Year	Number of certificates issued	Total number of listeners
2022	2194	4226
2023	2707	4233
2024	3324	4825

In improving the qualifications of officials, MRU maintains close cooperation with Lithuanian law enforcement institutions, including the General Prosecutor’s Office of the Republic of Lithuania, the Lithuanian Probation Service, and the Fire and Rescue Department of the Republic of Lithuania.

On 21 October 2024, MRU, together with the Special Investigation Service, the State Security Department, the Second Department of Operational Services under the Ministry of National Defence, the Financial Crime Investigation Service under the Ministry of the Interior of the Republic of Lithuania, the Lithuanian Prison Service, the Customs Criminal Investigation Service, and the Protection Service of the State Leadership, signed a cooperation agreement for a new Bachelor’s degree programme in National Security, which is intended to train data analysts, pre-trial investigators, and intelligence professionals.

The new Teacher Training Centre, granted to MRU for six years starting in 2024, in collaboration with Kaunas University of Technology, the Lithuanian University

of Sport, and Vilnius College, will open up more opportunities for teachers to participate in in-service training. The Centre is expected to harness the best practices and scientific potential of the participating higher education institutions to shape a new pedagogical paradigm, where the teacher is seen as a creator, capable of developing new educational methodologies, tools, and designing educational content.

MRU lecturers and researchers actively participate in working groups and commissions of state institutions in drafting legislation, conducting assessments, and social dialogue. They are often called upon for expert opinion or advice by state institutions and public organisations. MRU lecturers and researchers actively express their expert opinions in various national and regional media.

MRU participates and offers 6 programmes in the national adult education initiative, the platform “Kursuok. It”. An important part of MRU’s activities is the cooperation with Lithuanian municipalities, offering training and consultations. MRU provided free legal aid: 153 requests were received in 2024.

MRU academic staff often participate in various events in Lithuanian schools, giving lectures and lessons, providing career advice and educating students law. In 2024, the 9th National Law Olympiad for schoolchildren was organised, with 2580 students from more than 100 schools registered. During the Olympiad, they learnt about and debated the most important legal issues facing young people. For the seventh time, the traditional children's conference "The Voice of Lithuanian Children", organised by the University together with its partners, took place. The theme of the 2024 Children's Creative

Competition and Conference was "I am a human being, not a robot".

In Kaunas, MRU cooperates with the interdisciplinary "Gifted Students Education Programme", which aims to create favourable conditions for Kaunas pupils to develop their natural abilities. The Career Academy, which aims to help students model their career paths, the Leadership Academy, and the Academies of Economics and Business in Alytus, Panevėžys and Vilnius.

Participation of MRU academic staff in working groups and commissions of state institutions 2022-2024

Faculty	2022	2023	2024
Faculty of Public Governance and Business	9	9	19
Law School - Public Security Academy	39	20	89
Faculty of Human and Social Studies	22	18	19

Expert opinion, conclusions or recommendations from MRU academic staff to various public authorities 2022-2024

Faculty	2022	2023	2024
Faculty of Public Governance and Business	13	14	26
Law School - Public Security Academy	5	17	10
Faculty of Human and Social Studies	14	17	9

In 2024, members of the MRU community have received important awards that also highlight MRU's contribution to the fields of science, human rights, sports, and education. On 16 February 2024, Prof. Dr. Rita Žukauskienė was awarded the Knight's Cross of the Order „For Merit to Lithuania“ for her significant contribution to strengthening the academic community and her scientific achievements. The Human Rights Merit Awards were presented to Prof. Dr. Lyra Jakulevičienė, who was recognised as „The Most Meritorious Member of the Academic Community in the Field of Human Rights in 2024“, and to Prof. Dr. Natalija Kaminskienė, who was awarded as "The Most Meritorious Mediator". In recognition of his contribution to sport, Algis Mečkovskis, coach of the MRU sambo and judo teams, was awarded the "Knight's Cross of the Order of the Grand Duke Gediminas of Lithuania" in recognition of his contribution to the promotion of sport in Lithuania at the 2024 Paris Olympic and Paralympic Games.



MRU SUDOVIAN ACADEMY

Mykolas Romeris University participated in the reorganisation of higher education institutions. As of 1 October 2024, Marijampolė College was merged with Mykolas Romeris University in a merger reorganisation. A new branch of the University, the Sudovian Academy, was established in Marijampolė.

This reorganisation was carried out in accordance with the objective of the Action Plan for Strengthening the College Network 2023-2024 of the Government of the Republic of Lithuania to provide higher quality studies based on R&D activities in the regions and to train higher-qualified specialists in the regions. 21 February 2024 Resolution of the Government of the Republic of Lithuania No 138 “On Approval of the Reorganisation of the Public Institution Marijampolė College by Merger with the Public Institution Mykolas Romeris University”, the reorganisation of Marijampolė College by Merger with Mykolas Romeris University was approved.

After the transition period, Marijampolė will MRU university study programmes, which will train professionals in fields of study in demand in the region. MRU will carry out R&D research relevant to the region and promote the growth of the academic staff of the Sudovian Academy. This will be an important contribution of MRU to the fulfilment of the mission assigned to the State University. The idea that Marijampolė College could join MRU came about because MRU had already been successfully cooperating with Marijampolė College since 2008, which, like MRU, was distinguished by its social sciences study programmes. Marijampolė College had 9 study programmes in 7 fields of study (humanities, informatics, engineering, social sciences, education, law, business and public management). This transformation has been welcomed and looked forward to by the Marijampolė municipality, local business organisations and the Marijampolė public. Closer cooperation has been established with municipalities and organisations in the whole Marijampolė region, which, in addition to Marijampolė, also includes the Kalvarija, Kazlų Rūda, Šakiai and Vilkaviškis districts. MRU Sudovian Academy has become a member of the Sudovian Industry and Business Association.

From 1 October 2024, MRU took over the rights and obligations of Marijampolė College, including the collegiate study programmes run by Marijampolė College, employment contracts, and the assets managed by Marijampolė College, including real estate:

an administrative building at 9 Vytauto Street in Marijampolė (is being modernised), a dormitory, two warehouses and engineering structures. The Government of the Republic of Lithuania has transferred the main premises of Marijampolė College, located at 92-4 P. Arminas Street, Marijampolė, to the MRU to manage, use and dispose of by the right of entrustment until 1 September 2026, while the new building in Vytautas Street is being modernised. Following the merger of MRU and Marijampolė College, college study programmes have been reviewed and concepts for eight university study programmes have been prepared in six fields of management, informatics, accounting, philology, education and social work, which are planned to be launched in 2025. Students who enrolled in study programs before the reorganization into Marijampolė College and those who completed their college studies after the reorganization will be issued University Professional Bachelor's diplomas.

In order to start the development of a research programme at the MRU Sudovian Academy focused on solving the region's pressing development challenges, in the summer of 2024, contacts with the region's business and public sector institutions were initiated to gather their initial needs for potential. The needs were identified in the areas of improving the region's competitiveness at national and international level, development of health and social services, digitalisation, human resource management and transformation and quality of the education system. On the basis of this information, in 2025, the EU will be able to develop its education and training system. MRU and SUDU Academy researchers will strengthen their skills in the management and implementation of applied research projects, using scientific methods to address the problems of 10 selected social partners.

With the establishment of the Sudovian Academy, the Marijampolė Regional STEAM Open Access Centre was integrated into the MRU Research and Innovation Centre. It is a modern technology centre where, in cooperation with scientists, municipalities and entrepreneurs, students can , construct, model and learn about scientific innovations and creatively solve problems during or after school hours.

The integration of the former Marijampolė College's business processes into MRU has begun, including the integration of academic activities, personnel, financial resources, information systems and other processes.



MODERNISATION OF THE SUDOVIAN ACADEMY BUILDING

With the establishment of the MRU Sudovian Academy, the reconstruction of the administrative building at 9 Vytauto Street in Marijampolė has started. The Sudovian Academy will be located in a renovated building in the city centre, which will be adapted to modern academic needs and equipped with the latest technological equipment. The building is being designed according to the principles of universal design, thus ensuring ease of use for all residents of the region.

To meet the highest modern standards, the retrofitted building will have an A+ energy efficiency class. The building will be equipped with 17 classrooms, including 2 of which are transformable, as well as 4 STEAM (science, technology, engineering, art and maths) education laboratories, 2 multi-purpose spaces and the Sudovia Academy Museum. The aim will be to utilise the roof space to create recreation and leisure areas.

Infrastructure development will focus on climate neutrality and reducing greenhouse gas emissions, circular economy, energy independence and green technologies, building capacity to adapt to climate change, and strengthening society's resilience.

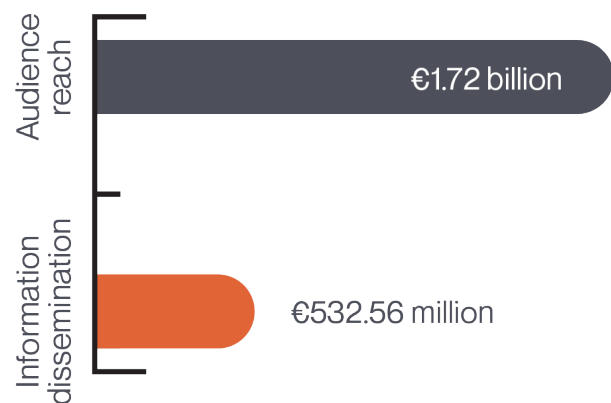


RAISING VISIBILITY AND REPUTATION

Over the last three years, the University has successfully strengthened its position in the Lithuanian higher education communication area. Consistent innovation, strategically shaped content and active participation in public discourse have led to the University's increasing visibility. MRU, striving to become a leader in the dissemination of knowledge and science, is constantly adapting its communication strategy to meet the needs not only of the academic community, but also of society. In recent years, the University has demonstrated an exceptional ability to adapt to changes in information consumption, successfully strengthening its presence both nationally and internationally.

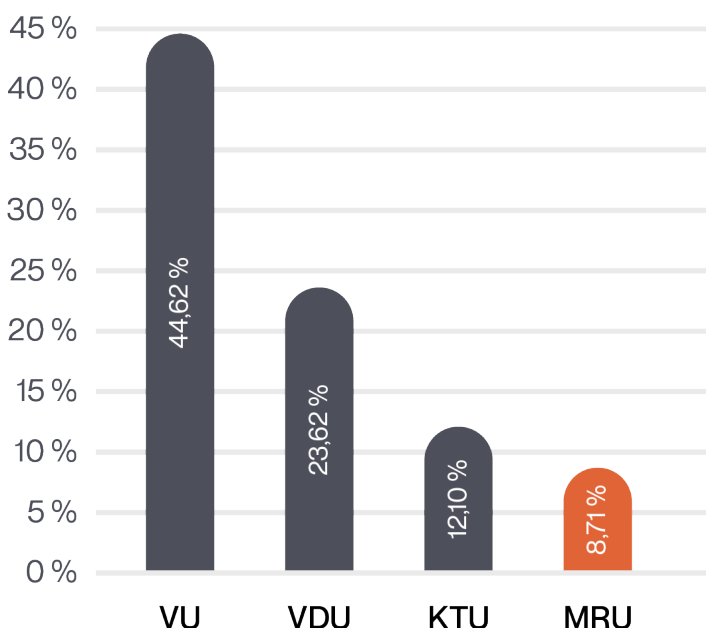
The University's communication strategy for 2024 was distinguished by its ability to adapt flexibly to the needs of its audience and to take advantage of the modern opportunities of the digital world. Consistently increasing activity on social media, precisely selected content highlights and effective participation in public discourse have led to the University's growing visibility and reputation. MRU has successfully reached a wide audience, maintaining a stable 1.72 billion contacts 2024, which demonstrates the University's ability to systematically develop and strengthen its outreach: as many as 532.56 million people have actively engaged with MRU's media content. This demonstrates the efficiency of the information dissemination.

MRU audience reach and information dissemination in 2024



The analysis of the volume of communication shows that in 2024 MRU ranked fourth (8.71%) among Lithuanian universities in terms of the number of mentions in the public space (44.62% for VU; 23.62% for VDU; 12.10% for KTU). MRU's position confirms the consistent stability of communication and the relevance of the University in the information space. In 2024, they accounted for 4.17% of all mentions of the University, compared to 3.95% in 2023. This trend reflects a targeted communication strategy focused on prospective students and their information needs.

MRU's communication volume and position among Lithuanian universities in 2024



2023
The study programs consisted of

3,95 %

All mentions of the university

2024

4,17 %

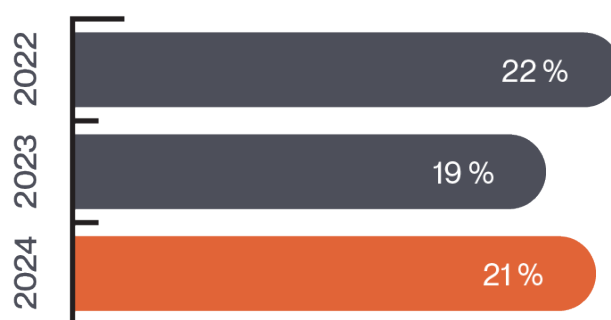
Moreover, expert contributions remain the strongest area of communication at MRU, accounting for 41.60% of all mentions. Compared to 2022 and 2023 (44%), this is a natural fluctuation, and the university maintains a clear leadership among Lithuanian HEIs in the expert speeches. This establishes MRU as one of the most important actors in academic discourse in the country.

MRU's leadership in expert speeches: a communication strength for 2022-2024



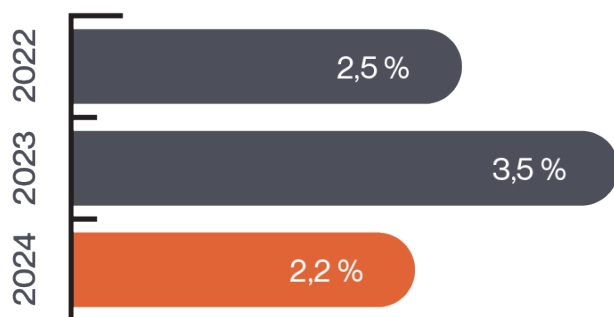
The University's communication efficiency was 21% in 2024, which confirms the ongoing efforts to ensure quality and strategic dissemination of information. This indicator remains at a high level compared to 2023 (19%) and 2022 (22%), demonstrating MRU's ability to adapt to a dynamically changing information environment.

MRU's communication effectiveness: the impact of a coherent strategy (2022-2024)



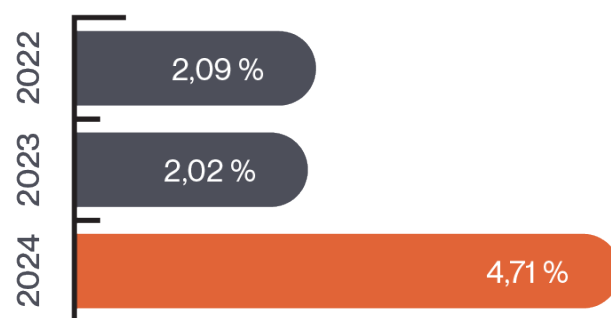
The high quality of communication is also reflected in the weighted favourability index, which reflects the university's public image and the effectiveness of its communication management. In 2024 it was 0.0221 (2.2%). Compared to 2023 (0.035 or 3.5%) and 2022 (0.025 or 2.5%), this indicator remains stable and reflects the consistent effectiveness of the University's communication management and its success in creating a positive image.

MRU weighted favourability indicator 2022-2024: growth in positive image



MRU continues to increase its visibility by actively publishing information about its scientific achievements, study programmes and opportunities for cooperation with business. Notably, the share of mentions of scientific output increased to 4.71% in 2024 as compared to 2.02% in 2023 and 2.09% in 2022. This growth reflects the success of a sustained effort to increase the visibility of scientific achievements and the dissemination of MRU's academic potential, consolidating the University's position as a leader in innovation and knowledge.

Growing MRU's visibility in 2022-2024: disseminating academic potential



¹The unit of the weighted favourability indicator (WFI) depends on the method used to calculate it, with an indexed relative value shown here and a percentage value in brackets.

Targeted communication activities, effectively selected topics and strategically allocated channels allow the university not only to strengthen its reputation in the Lithuanian higher education area but also to maintain its position among the leading opinion formers in the academic community. Further growth and improvement of communication efficiency will undoubtedly strengthen the image of MRU as a dynamic, modern and authoritative university. Consistent innovation, continuously updated content strategies and active engagement in public debate provide the basis for even greater visibility and prestige of the University both in Lithuania and internationally. Growing audience engagement and active community support are becoming an integral part of MRU's communication, allowing for a strong and competitive image of the higher education institution in the future.



**UNIVERSITY COMMUNITY FOR
A STRONG, SUSTAINABLE AND
RESILIENT SOCIETY**

In 2024, the University achieved one of its major strategic goals by implementing the EDINA HR management system. A strong emphasis was placed on community, social support and individual needs, and alongside measures were taken to strengthen trust in the University as an employer.

The results of the staff survey show an increase in job satisfaction among the academic staff. The number of academics who would recommend MRU both as an employer and study institution is increasing. This year, particular efforts were made to improve job satisfaction of administrative staff through enhanced induction process of new staff and development of the competences of all staff. In total, 494 members of the community completed five mandatory in-service training courses and 581 staff members participated in ten additional courses, tailored to the needs identified during the annual interviews. One of the most significant indicators of job satisfaction rates - fell by 8 %, reaching just 11% in 2024.

Community activities and excursions are gaining popularity and have been identified as one of the main motivational tools for university staff. Social support for students and staff, as well as meeting individual needs, remains a priority. In 2024, 45 requests from staff members for a lump sum payments due to sickness, bereavement or university studies were approved. For social assistance 129 applications from students were submitted of which 103 were approved. A total of €32 0367 for social support was approved. The increased focus on students with individual needs has also highlighted the growing need to cater for such needs. In

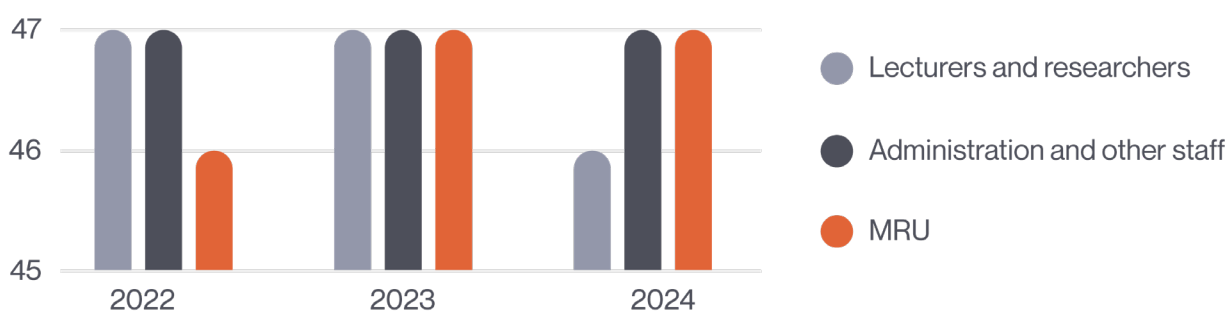
2022, 46 students applied for individual needs support, in 2023, 67 and in 2024, 73 students. Improvements to the University's infrastructure included the installation of ramps in the University's communal classrooms and the marking of common spaces and stairways for the visually impaired. More staff are taking advantage of the University's free study programmes to improve their qualifications. In 2024, 17 staff members took advantage of this. The EDINA HR management system was implemented in 2024. It paves the way for the transition to a new accounting system for HR processes, enabling more efficient data management and self-service capabilities.

In 2024, 408 free individual psychological counselling sessions and 28 theoretical-practical workshops on mental health topics were provided to community members. An event on neurodiversity, "Look Deeper", was organised. Community members also can make use of the relaxation room, either individually or in group sessions.

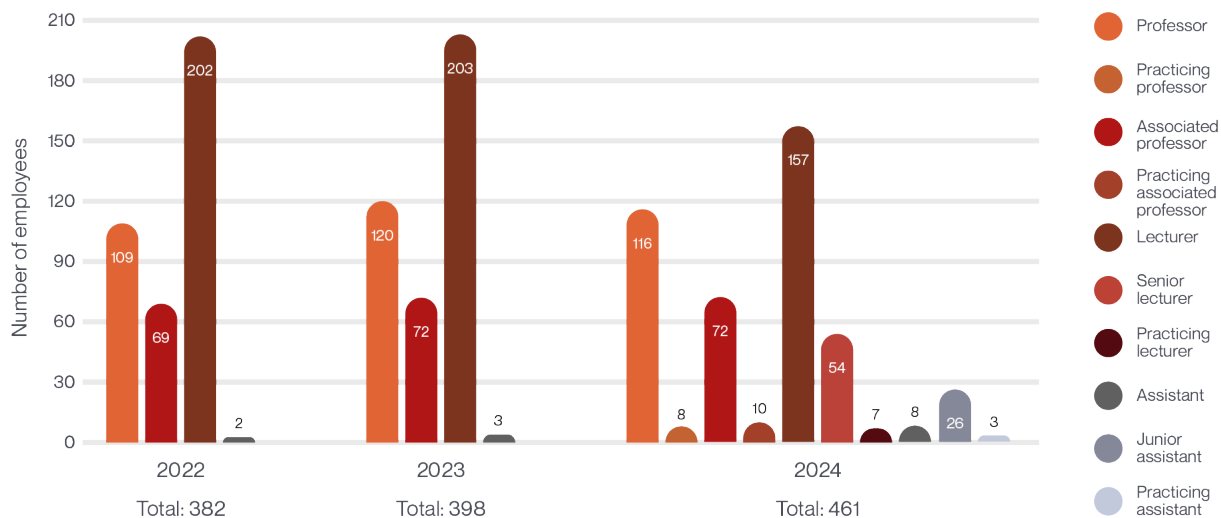
Periodic educational content on various mental health topics – including such topics as stress, anxiety, emotion management, neurodiversity, ADHD, autism, depression, bullying and violence, psychological abuse, healthy eating habits – was shared via social networks and newsletters. During the years, 286 community members (84 students and 202 staff members) participated in the training. In a specific programme, 480 community members (372 students and 108 staff) attended the training.

MRU provides first aid training. In 2023, 286 community members, 84 students and 202 staff participated in the training. In 2024, 480 community members, 372 students and 108 staff members were trained.

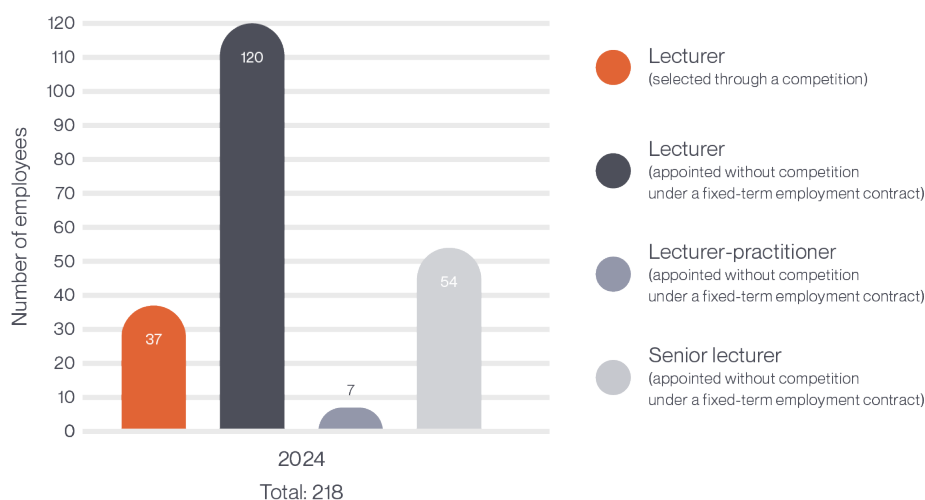
Average age of teaching and administrative staff, years



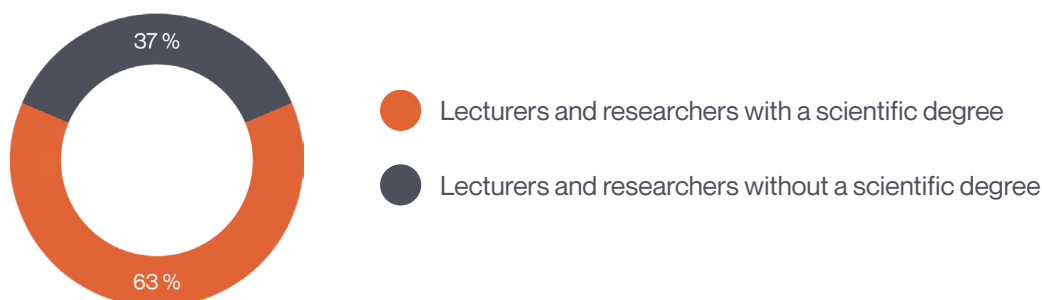
Qualification composition and number of academic staff in 2022-2024



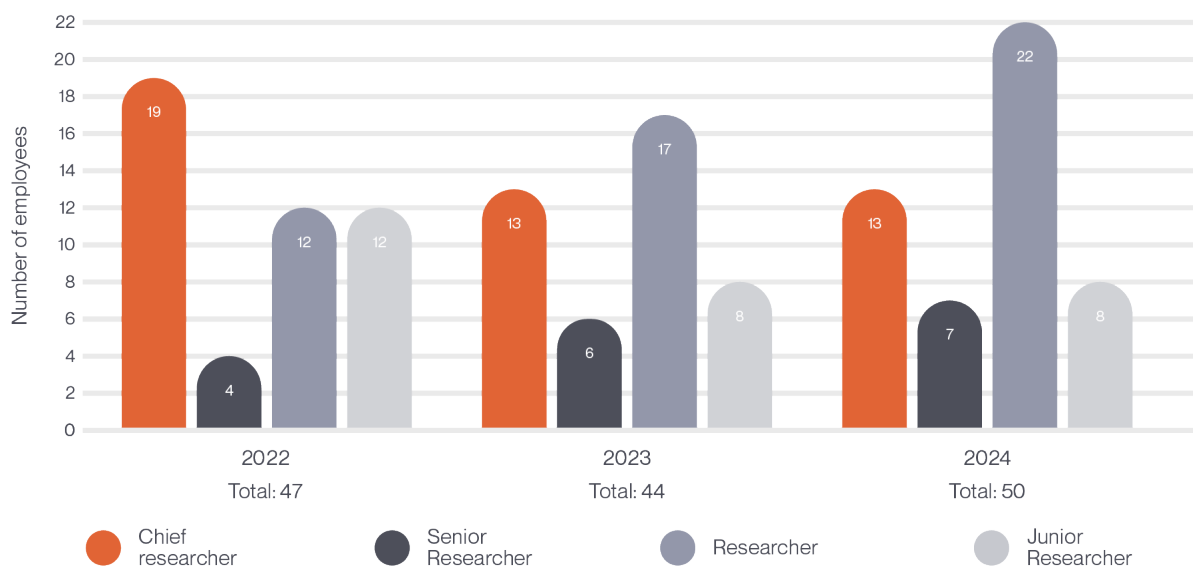
Lecturers at Mykolas Romeris University in 2024 (number of employees)



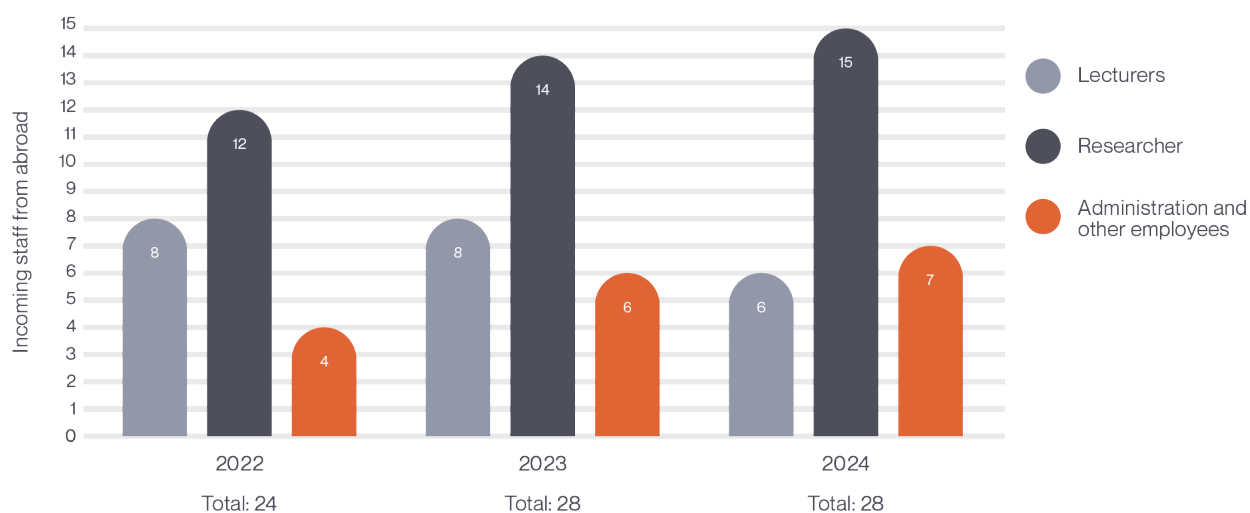
Mykolas Romeris University lecturers and researchers with a doctoral degree in 2024



Qualification composition of Mykolas Romeris University research staff in (number of staff)



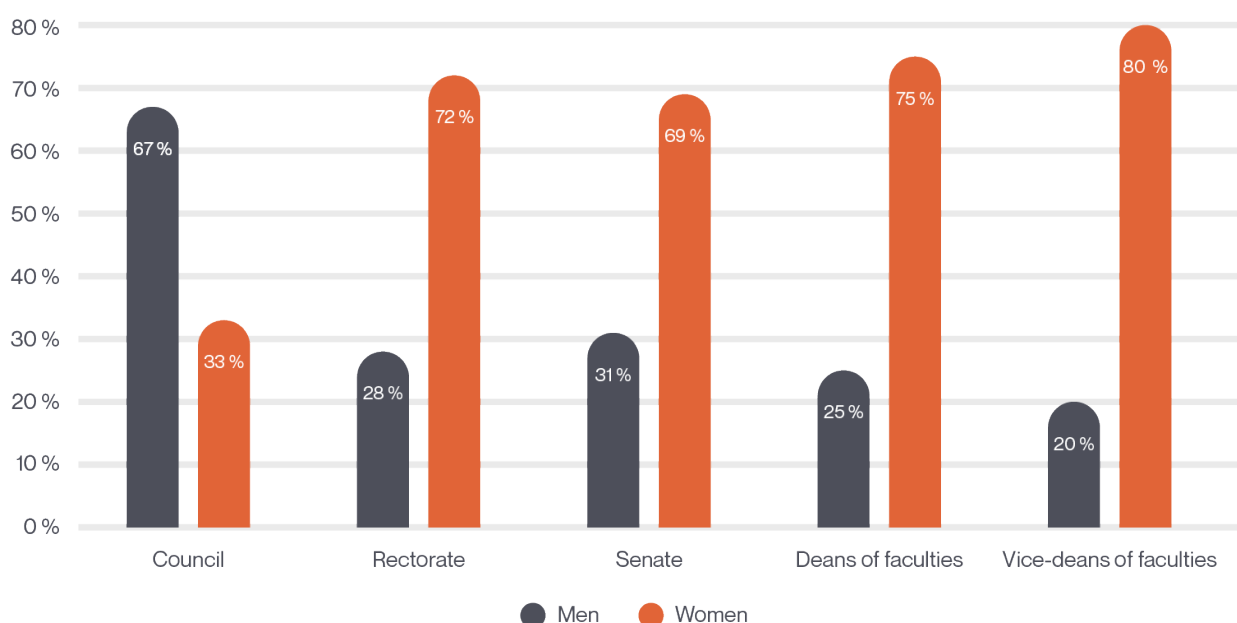
Mykolas Romeris University incoming staff in 2022-2024



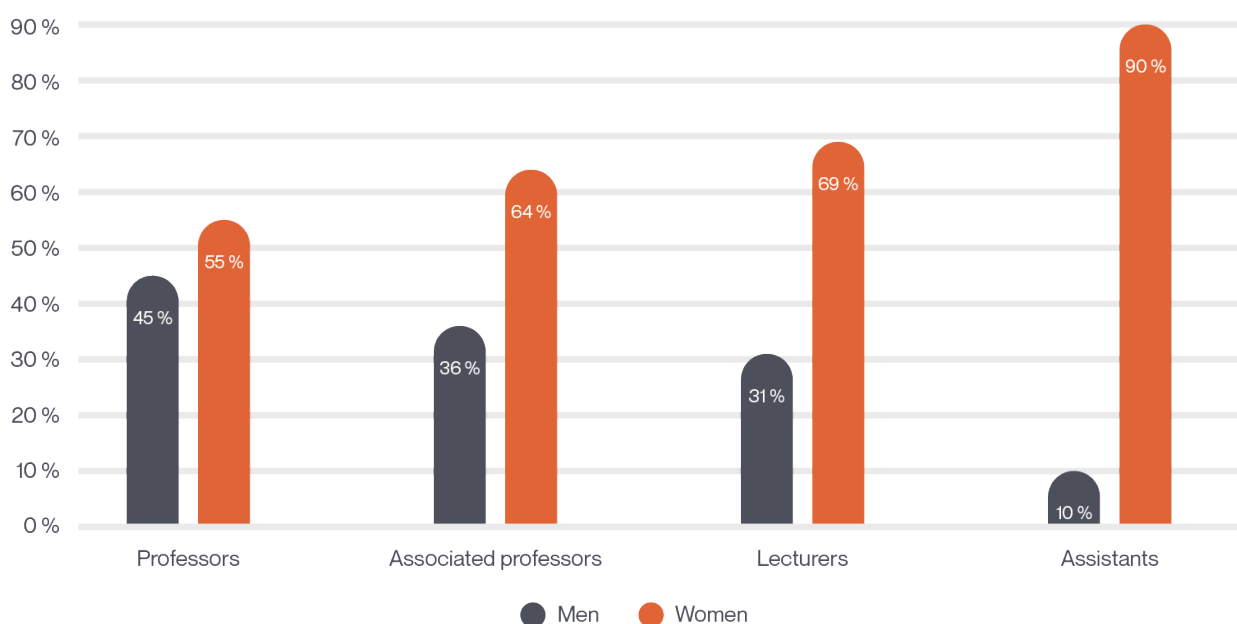
EQUAL OPPORTUNITIES AND DIVERSITY

MRU is guided by the Equal Opportunities and Diversity Policy in all its activities. In management structures, the gender distribution is as follows: the Council is composed of 67% men and 33% women, with a male Council President. The Senate is made of 69% female and 31% male; one of the Senate's standing committees is chaired by a man and two by women. The Chair and the Secretary are males and the Vice-Chair is female. The Rector's immediate team consisted of the Deputy Rector, the Vice-Rector for Studies, the Vice-Rector for Research and Innovation, and the Director for Infrastructure and Technologies. The Rector of the University is a woman. The Rectorate includes 72% women and 28% men. The management structures of the academic departments are dominated by women: 75% of the faculties are headed by women and 25% by men. At the level of Vice-Deans, 80% are women and 20% are men.

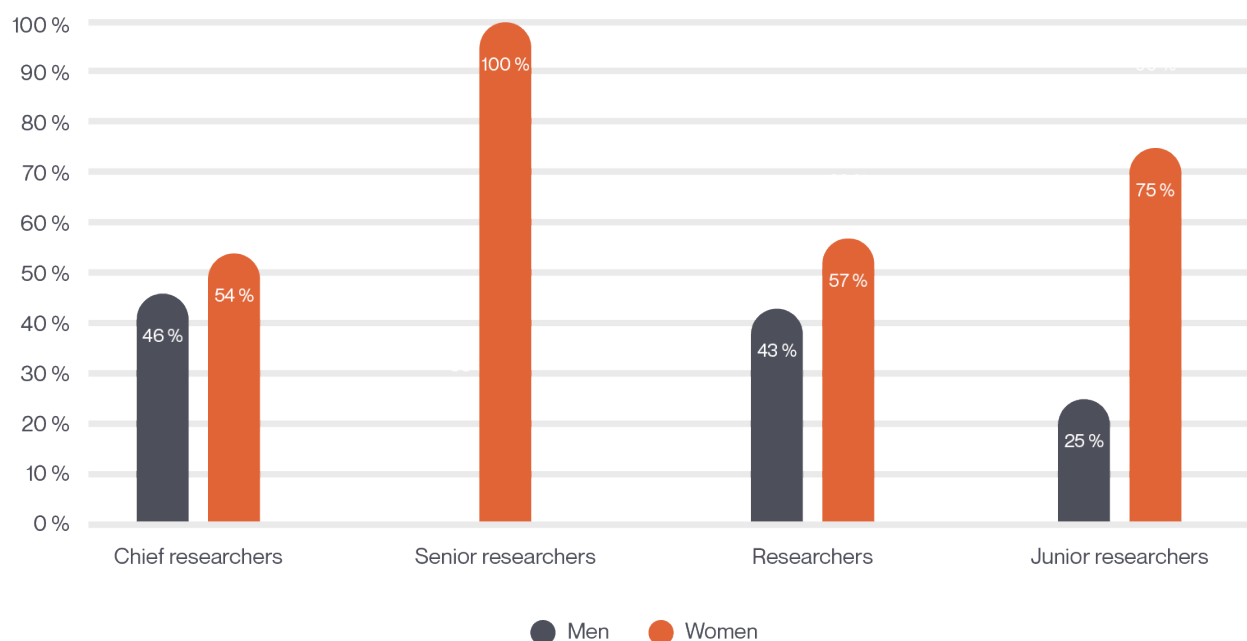
Gender distribution of management structures in 2024 (%)



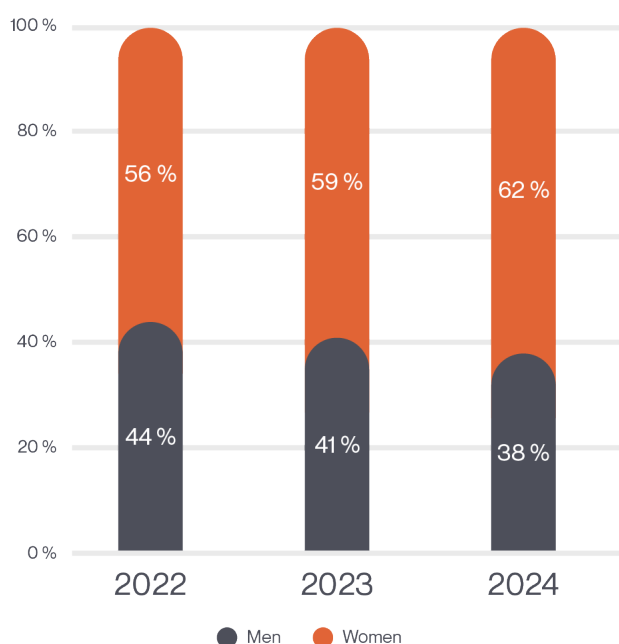
Lecturer qualifications by gender in 2024 (%)



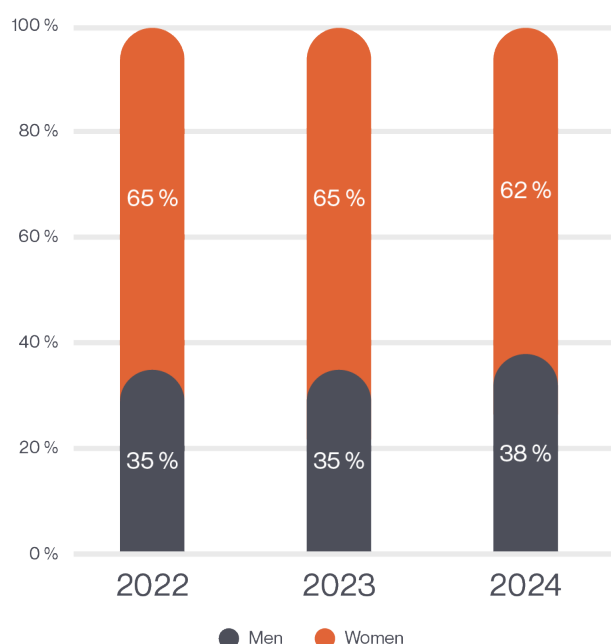
Researcher qualifications by gender in 2024 (%)



Gender distribution of academic staff in 2022-2024 (%)



Gender distribution of administrative and other staff in 2022-2024 (%)



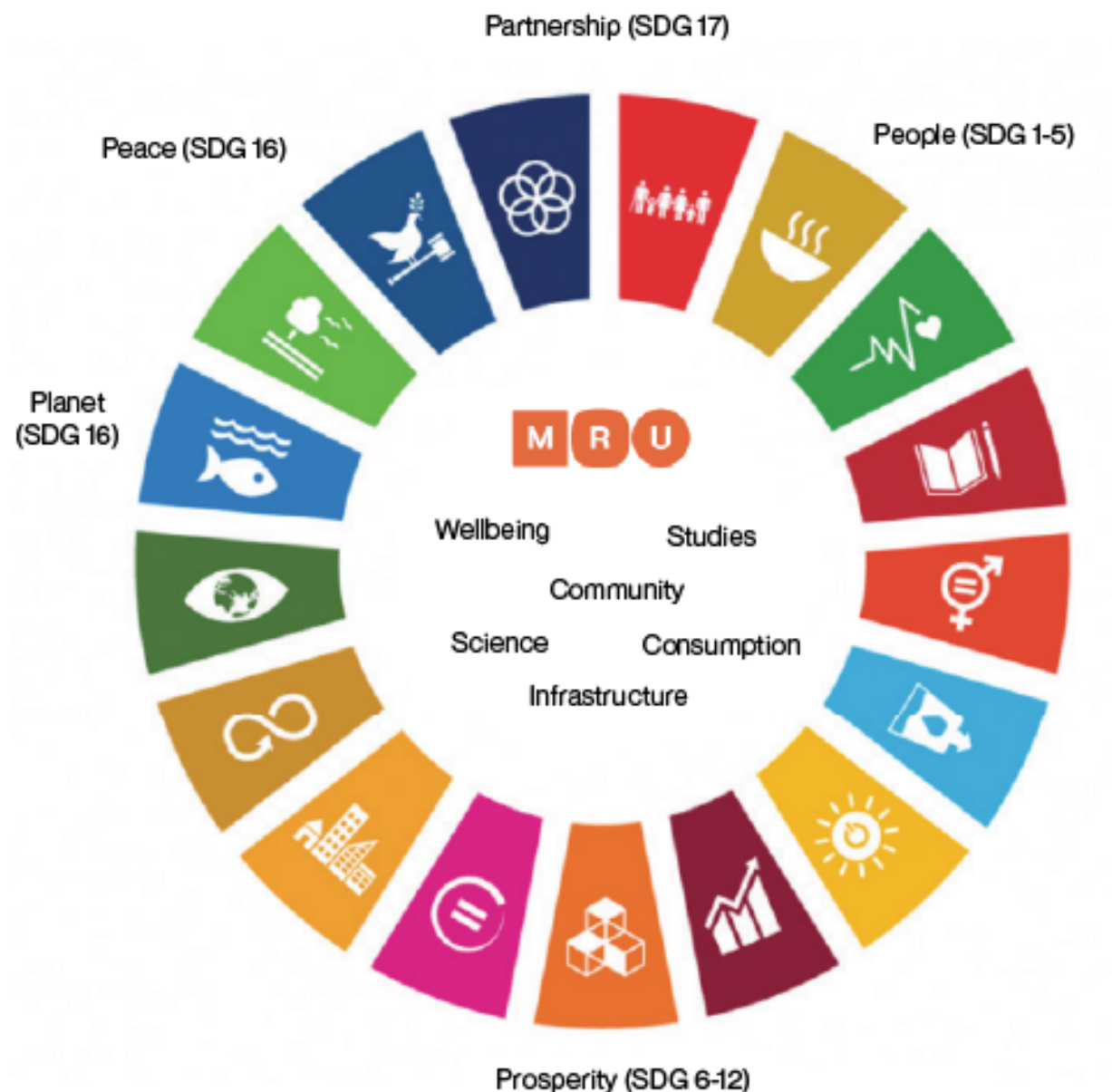
Regular training and educational activities for staff on various equal opportunities issues is carried out. For example, MRU has organized training on “Equal Opportunities and Diversity”, “Diversity in the organization: Understanding the Other”, “How to Ensure Gender Equality in PhD studies?”. In cooperation with the Baltic University Programme MRU staff participate in the distance learning course on “An Introduction to Education for Sustainable Development”, organized the traditional “Sustainability Afternoon”, and the “Waste Basketball”. A “Climate Fresco” workshop - an educational event based on a board game on climate change, the causes and consequences of natural phenomena caused by human activity, and systematic individual and organizational actions that can reduce the negative effects of climate change on people and nature was organized.



SUSTAINABLE UNIVERSITY

A holistic approach to sustainable development encompasses all areas of MRU's activities - studies, research and innovation, community involvement and well-being, infrastructure maintenance and daily campus operations. Most study programmes, research, projects and events address a wide range of topics related to the SDGs followed by responsible maintenance of infrastructure, increased operational efficiency and resource conservation. In 2024, participation in national and international partnerships related to sustainability included: the Didlaukis Academic Campus Development, the European Reform University Alliance, the International University Association's cluster network Higher Education for Sustainable Development, Responsible Futures in partnership with the Students Organizing for Sustainability UK, the Magna Charta for Universities, the Baltic University Programme, and the International Sustainability Rankings. MRU's activities contribute to the creation of the sustainable society and environment, the education of students and young people, the search for sustainable solutions and the development of partnerships.

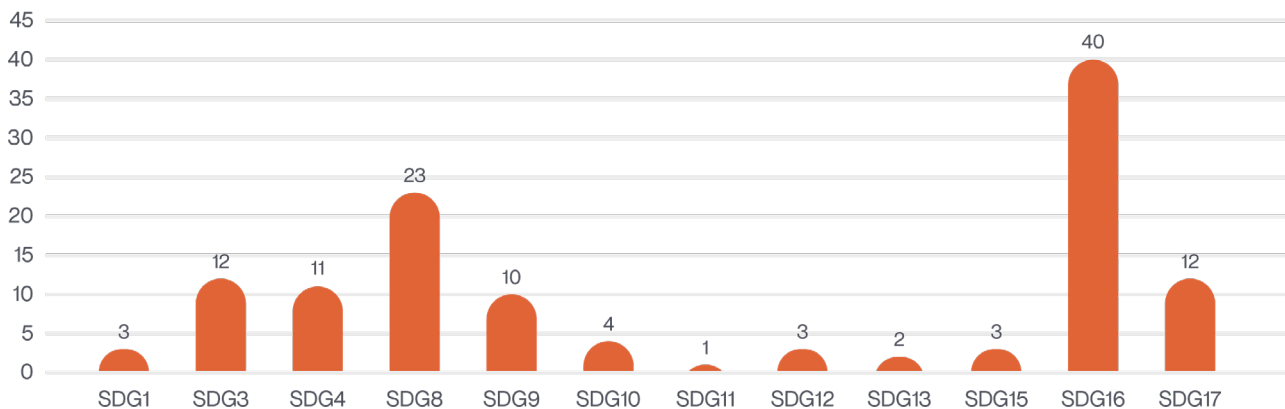
SUSTAINABLE DEVELOPMENT GOALS



SUSTAINABILITY IN STUDIES

92% of MRU's study programmes are linked to the Sustainable Development Goals (SDGs). The largest number of study programmes address the topics of SDG 16 Peace, Justice and Strong Institutions (40 study programmes) and SDG 8 Decent Work and Economic Growth (28 study programmes).

Number of study programmes with links to the Sustainable Development Goals



SUSTAINABILITY IN STUDENT ORGANISATIONS

Together with the International Association of Universities and the UK-based Students Organizing for Sustainability, MRU students implemented the sustainable development change and international accreditation pilot project Responsible Futures.



**Join Responsible Futures International!
Help Build a Sustainable MRU!**

About the Project:

By participating, you'll have the chance to:

- Attend engaging sustainability workshops
- Shape MRU's sustainability initiatives
- Collaborate with fellow students and staff
- Lead positive change in our institution



Registration

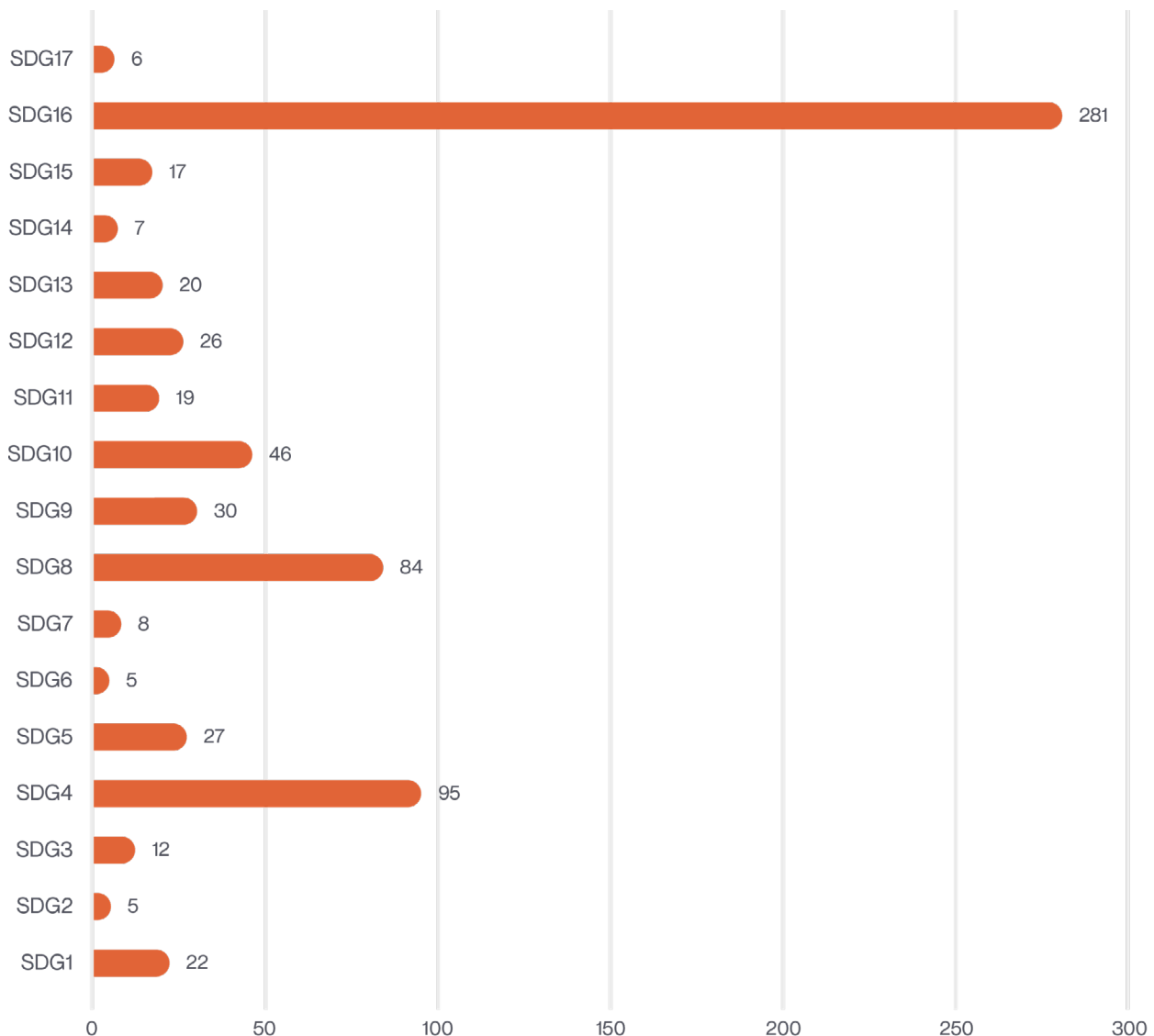


International student initiatives

SUSTAINABILITY IN RESEARCH AND INNOVATION

The Sustainable Development Goals have been the subject of scientific publications, projects, events and doctoral studies. The most publications were on SDG 16 Peace, Security and Strong Institutions (281 publications), SDG 4 Quality Education (95 publications) and SDG 8 Decent Work and Economic Growth (84 publications).

Number of publications linked to the Sustainable Development Goals



SUSTAINABILITY IN INTERNATIONAL INITIATIVES AND RECOGNITION

MRU implemented the project of the Observatory of the Magna Carta Universities Responsible and Responsive University, participated in the activities of the clusters Higher Education for Sustainable Development under the International Association of Universities, activities of the Baltic Universities Programme. MRU position in the international sustainability rankings: QS World University Rankings: Sustainability ranked 723 out of 1,743 universities in the world and UI Greenmetrics ranked MRU 723 out of 1,476 universities, THE Impact Rankings ranked the university in the 601-800 category out of 1,963 universities.

DIDLAIKIS ACADEMIC CAMPUS DEVELOPMENT

The vision development workshops for the Didlaukis Academic Campus, organised by ID Vilnius UAB on behalf of Vilnius City Municipality, identified the strengths and weaknesses of the campus, proposed development ideas and an action plan.



Didlaukis Academic Campus

AID TO UKRAINIANS

Didlaukis campus accommodated the largest community of war refugees and their supporters. MRU shares its indoor and outdoor facilities with the Gravitas Schola school for war refugees. The Lawyers4Ukraine initiative has been launched to bring together the legal community in Lithuania and other countries to support the children affected by war.





Examples of further training and educational activities



SPORTS, WELL-BEING, AND LEISURE ACTIVITIES

Mykolas Romeris University was the first in Lithuania to receive outstanding international recognition – in 2024, it was awarded the “Healthy Campus Bronze” certificate by the International University Sports Federation (FISU). This prestigious recognition highlights MRU’s achievements in creating a healthy, active, and sustainable university community life. The certificate proves that the university successfully integrates physical activity, mental and social health, nutrition, disease prevention, and sustainability principles into its daily operations.

In 2024, MRU’s community won second place in the national Higher Education Institutions’ Step Challenge and was awarded by the President of the Republic of Lithuania. Community members can participate in group physical activity sessions or engage in individual sports in the gym and basketball halls. Employees are invited

to check their eye health, blood pressure, participate in workshops on health-friendly nutrition, or attend first aid training, in observance of various global health-themed days. MRU is also a member of and actively participates in the activities of the international organization European Network of Academic Sport Services (ENAS). Student-athletes, representing the University, participate in the Lithuanian student championships and international competitions. Over the past academic year, they won 26 medals. MRU students, staff, and alumni also have opportunities to express themselves creatively by joining various artistic groups and representing the University at cultural events in Lithuania and abroad.

MRU STUDENT SPORT

MRU students’ achievements in the 2022-2024 Student Championships

Indicators	Student championships for the academic years 2022-2024	
	2022–2023	2023–2024
Number of participants	110	98
Number of medals	26	9
MRU ranking (by medals)	4	6
Number of gold medals	10	2
Number of silver medals	8	3
Number of bronze medals	8	4
Number of sports (medals)	11	4
Number of sports (participation)	15	10

MRU students' achievements at the SELL Student Games 2022-2024

Indicators	SELL Games 2022-2024		
	2022 Riga	2023 Tartu	2024 Kaunas
Number of participants	18	17	56
Number of medals	6	10	12
Number of gold medals	4	3	4
Number of silver medals	2	4	1
Number of bronze medals	0	3	6
Number of sports (where medals were won)	2	4	3
Number of sports (participation)	3	4	7
MRU ranking (by medals)	5	6	5

WELL-BEING

The community is regularly provided with educational information on well-being topics, sharing the latest and most relevant scientific knowledge and invitations to sports events. Over the past years, six well-being initiatives have been implemented in collaboration with the Vilnius City Municipality Public Health Bureau: “Healthy and Active Workplace”, “Healthy Food Cooking Workshops”, The “Knead for Life” project dedicated to “Suicide Prevention Day”, Mindfulness sessions titled “Inner Peace Training – Mindful Living Practices”, “On Rest and Relaxation: Mental Health Training”, AIDS and HIV prevention campaign.

MRU ART COLLECTIVES

MRU has six active artistic collectives: MRU Girls' Choir, MRU Popular Music Ensemble, University Theater, Folk Dance Group “Skalsa”, Ballroom Dance Group “Bolero”, Line Dance Group for Staff “Switch on – MRU”.

About 80 community members (students, staff, and alumni) participate in these groups. Each month, approximately 3 to 5 performances are held by the art collectives.

The folk dance group “Skalsa” has performed at various University events, and together with “Bolero” and “Switch on – MRU”, participated in the international festival “Le spiagge d'Italia”.

The ballroom dance group “Bolero” won 1st place at Lithuanian Open 2024, and at the “PS Dance Festival” received awards for “Best of the Night” and “Most Stylish Performance” in the Adult Performance category.

MRU THEATRE

In 2024, the MRU Theater made a notable impact by participating in the University Theater Forum, where it received an award for its performance of “The Little Prince”. Throughout the year, three different plays were performed, and a special production was created for the university community's children.



DEVELOPMENT OF MODERN INFRASTRUCTURE

Infrastructure modernisation, resource efficiency, circular economy and climate-neutral activities in line with the University's commitments in its Strategy 2024-2029. In 2024, the living conditions in the dormitories were improved, the Reception Centre was renovated, the University's public areas were refurbished, and the investment project "Sustainable Environment for the Community" continued: Mykolas Romeris University Real Estate Renovation and Modernisation", and a part of a solar park geographically distant from the electricity consumption site was acquired. The University's total floor area per student in 2024 was 10.65 m².

In order to improve the living conditions of students in the dormitories, a public procurement procedure for Phase I of the contracted works has been carried out in accordance with the technical design for the repair and renovation of the interior of the residential building 86 Didlaukio street and the contract was signed on 18 April 2024 with UAB Stamena. The initial value of the contract is EUR 1 984 400. In 2024, works amounting to EUR 1 697 006.94 were carried out.

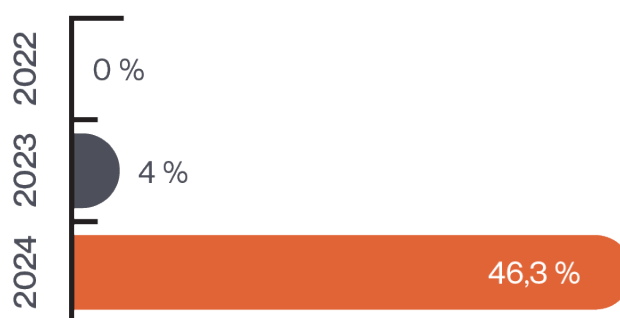
Repairs were carried out in the rooms and common areas of the Student House at 57 Didlaukio street for EUR 35 860. Two staircases at 86 Didlaukio street were renovated (EUR 18 544). Some furniture and household appliances were refurbished in the Student Houses in Vilnius and Kaunas (EUR 14 252).

The premises of the Student Admissions Centre were renovated in the University's main building at Ateities g. 20 (construction repairs amounting to EUR 35 800, new furniture purchased for EUR 14 143). A new public space was built in Building I (EUR 12 207 invested).

The investment project "A Sustainable Environment for the Community: Mykolas Romeris University Real Estate Renovation and Modernisation" under the "Sustainable Community Environment Project" was launched on 14 February 2022. The project is to be implemented in accordance with the Government Resolution No. 123 of 14 February 2022 "On Investing the Property of the Republic of Lithuania and Increasing the Owner's Capital of Mykolas Romeris University". In 2024, the real estate property (residential building) located at 31 Kalvarijos Street, Kaunas was sold in a public electronic auction of real estate. Since the beginning of the implementation of this investment project, real estate has been sold in public electronic real estate auctions for EUR 1 663 500.

In order to achieve the climate neutral objectives, a project has been implemented under the Climate Change Programme's 2021 detailed costing plan measure (€396,880 grant from the Environmental Project Management Agency for the purchase of a solar park). Under a contract of 30 June 2023 with "Energijos infrastruktūra", a solar photovoltaic power generation facility (part of a 500 kW solar power plant) geographically distant from the place of consumption of electricity was purchased in February 2024, together with a service and maintenance service for the solar plant. The cost of the purchased plant is €513 645. The total electricity consumption of the university in 2024 is 1 179 053 kWh.

Share of green energy generated as a percentage of the total energy consumption of the University between 2022 and 2024

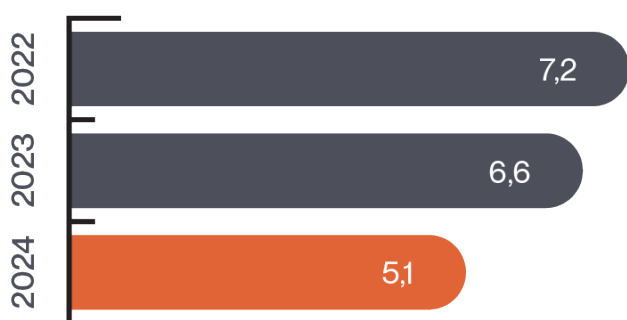


DEVELOPMENT OF INFORMATION TECHNOLOGY

In order to improve the stability and resilience to external threats of the information systems that are important for the study process and other activities, the University continues to architect the infrastructure of centralised resources, and has started to host back-up copies of critical information system data in public clouds. Together with subscriptions and timely updates of essential software for work and study, these measures have improved the security and reliability of the University's IT systems. Upgraded classroom hardware and peripherals, and the timely provision of technical support to lecturers have improved the study process. The EDINA personnel management system and the

CRIS scientific data management system have been implemented and fully operational. Implementation the Electronic Student File has started. Four computer rooms have been completely renovated and two have been added. Projector upgrades continued with the installation of projectors in the Kaunas campus. The smooth connection of the information systems and IT infrastructure of Marijamopsis College to the relevant systems of MRU was completed.

Average age of computer workstations in years 2022-2024





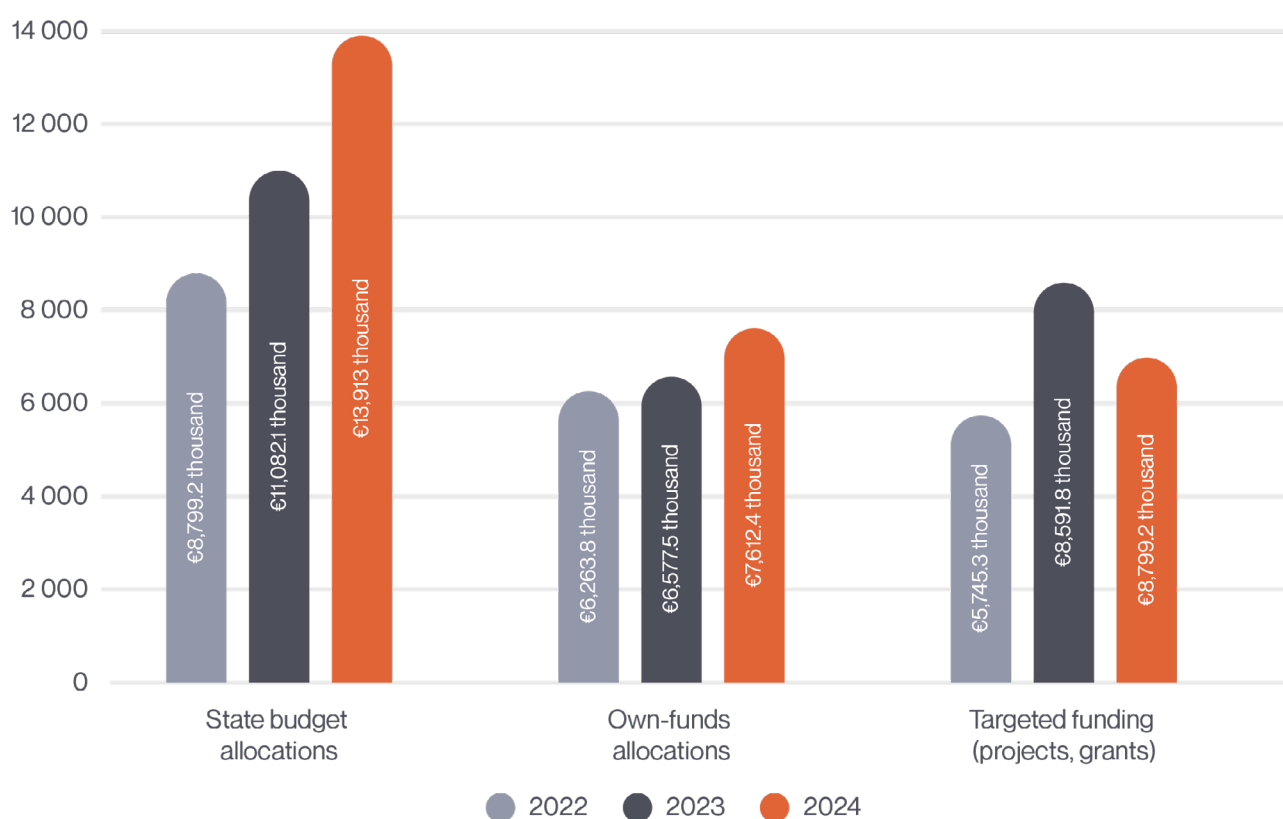
FINANCE

MANAGEMENT OF FINANCIAL RESOURCES

The budget of Mykolas Romeris University consists of three sources of funding:

1. State budget allocations;
2. Allocations from own funds (income from studies, R&D activities, etc.);
3. Earmarked funds (projects, donations and other funds).

2022 - 2024 Budget of the University, thousand EUR



The University's financial situation is steadily improving. The overall budgetary dynamics show that the University is able to adapt to financial challenges and ensure its growth and development.

1. Increase in state budget allocations: the state budget allocations to the University have been steadily increasing, rising from EUR 8,799.2 thousand in 2022 to EUR 13,913.0 thousand. The state is supporting the University's growing funding, taking into account the rising tuition fees and the additional funding provided for salary increases.
2. The University's own funds, which include student fees and other service revenues, are growing steadily. These funds increased from EUR 6 263.8 thousand in 2022 to EUR 7 612.4 thousand in 2024.
3. Targeted funding (projects, grants) fluctuates, increasing from €5,745.3 thousand in 2022 to €8,591.8 thousand in 2023 but decreasing to €6,985.7 thousand in 2024. Although the total number of projects did not decrease in 2024, the University received more funding for ongoing projects in 2023 than in 2024.

Budget in 2022-2024 by source of funding (%)

Source of funding	2022	2023	2024
State budget allocations	42,2	42,3	48,8
Allocations from own funds	31,5	30,1	26,7
Targeted funding (projects, grants)	26,3	27,6	24,5
Total	100,0	100,0	100,0

The growing budget for the period 2022-2024 shows that the State's contribution to the University's funding is increasing, while the income generated and the earmarked funding provided provide a stable and long-term financial basis.

As the University's budget grows between 2022 and 2024, so do its costs, reflecting increased activity and investment in development.

2022-2024 expenditure (thousand EUR)

Source of funding	2022	2023	2024
Payroll costs	12 985,60	14 487,90	17 697,90
Utilities and communication costs	922,90	742,30	546,00
Expenditure on other goods and services	2 650,40	3 588,70	4 806,40
Other expenditure	2 175,40	4 190,80	2 519,70
Acquisition of fixed assets	288,10	628,00	1 170,20
Total	19 022,40	23 637,70	26 740,20

The total amount of expenditure has increased from €19,022.40 thousand in 2022 to €26,740.20 thousand in 2024. The University is expanding its activities and increasing its investments in the key areas identified in the Strategic Plan, which ensure a high quality of activities. Expenditure on salaries and acquisition of fixed assets ensures the growth and development of the University. The decrease in utility costs reflects efficiency and optimisation indicators related to the installation of renewable energy sources such as solar parks and solar power plants. The University's per-student expenditure in 2024 was EUR 4 096.20 and in 2023 EUR 4 595.03.



MYKOLAS ROMERIS UNIVERSITY SENATE ACTIVITIES

Key Senate activities in 2024 (and overall)

Senate badges of honour awarded	2 (4)
Teaching titles awarded	4 (14)
Honorary Doctorates awarded	0 (3)
Honorary Professorships awarded	1 (18)
Honorary Memberships awarded	0 (9)
Professor Emeritus awarded	0 (1)
Strategic documents approved	8 (39)
Documents on study issues approved	40 (220)
Documents on scientific issues approved	3 (16)
Documents on staff development and career issues approved	16 (50)
Financial documents approved	9 (56)
Organisational issues approved	17 (51)

The term of office of the Senate elected in 2020 ended at the end of 2024. Over the five-year period, the University has strengthened and grown. Therefore, 2024 was also a special year in the University's development path. In pursuit of its mission, the University has taken on the responsibility of strengthening higher education studies in the Sudovian region. The activities of the Senate, as a collegial body for the management of academic affairs, were directly related to the guarantee of academic freedom, and it deals with the most important issues to academic activities. Therefore, a particular focus was on the preparation for the establishment of the Sudovian Academy, ensuring equal opportunities for students in all departments of the University, and providing academic staff with a space for sustainable mutual cooperation in basic and applied research with high added value.

The Senate of the University has declared the academic year 2023-2024 as the Year of Recognition and Integration, marking the twentieth anniversary of the achievement of the strategic and geopolitical goals the restored Lithuanian state. Lithuania was finally recognised as part of the Western area of democracy

and human rights civilisation, securing its security (NATO accession) and the prerequisites for socio-cultural development (EU accession). In the current context of geopolitical tensions and, in particular, the war against Ukraine, these achievements are even more important than previously thought.

It has also given Lithuania the opportunity to help others on the path of integration - to become a giving as well as a receiving state and society. This path is also reflected in the path of MRU: from a national university, we have become an international university, integrating into international research and study networks, while at the same time we have not forgotten others who are heading in our direction by giving them the opportunity to come, to explore, to study, to research.

The entire period of the Senate's activity from 2020 to 2024 has been characterised by close cooperation with the University Council, the Rectorate and the structural units. In addition to the main priority of improving the quality of studies and research, activities aimed at mobilising the University community were

planned and successfully implemented. In order to ensure the sustainable continuity of these activities and the realisation of the strategic objectives, the Senate concluded its term of office by electing the members of the future new University Council through a public competition.

On November 30, 2023, the MRU Senate, by its resolution, awarded the title of Honorary Doctor of Mykolas Romeris University to Prof. Dr. Gulsun Sağlam, the long-time president of the European Women Rectors Association (EWORA), for her significant contribution to advancing gender equality in European higher education and research institutions. She has brought together experts in gender equality, education and research organizations, European Union representatives, and women leaders of European universities to work unitedly to eliminate barriers preventing women from pursuing academic careers, to open opportunities for leadership in education and research, and to promote best practices in gender equality within the academic community and society. The award also recognizes her substantial scientific research in the field of gender equality and her remarkable efforts in uniting the global academic community to address global issues related to research policy, scientific evaluation, doctoral

education development, improving the quality of studies, and providing consistent support to open broad international academic collaboration prospects for Mykolas Romeris University. The regalia of the Honorary Doctor of Mykolas Romeris University were presented on October 28, 2024.

The Rector Prof. Dr. Inga Žalėnienė and Prof. Dr. Saulius Nefas were awarded with the Honorary Badge of the Mykolas Romeris University Senate.

In 2024, the Senate of Mykolas Romeris University awarded the academic title of Professor in the field of social sciences to the following members: Dr. Rasa Pilkauskaitė Valickienė; Director of the Institute of Psychology, Faculty of Human and Social Studies, Dr. Paulius Pakutinskas Law School; Dr. Andrius Stasiukynas, Faculty of Public Governance and Business Institute of Public Administration. The academic title of Associated Professor in the field of humanities was awarded to Professor Dr. Liudmila Mockienė, Director of the Institute of Humanities, Faculty of Human and Social Studies. Dr. Rita Bandzevičienė was awarded the title of Honorary Professor of Mykolas Romeris University by the Senate.



Prof. Dr. Egidijus Jarašiūnas

Chair of the MRU Council, Honorary Doctor of MRU

MYKOLAS ROMERIS UNIVERSITY COUNCIL ACTIVITIES

The Council of Mykolas Romeris University, acting in accordance with the Law of the Republic of Lithuania on the Council of Mykolas University, acting in accordance with the Law on Science and Studies of the Republic of Lithuania and the Statute of Mykolas Romeris University, is a collegial governing body of the University's strategic affairs, which ensures the University's autonomy, accountability to the society, social responsibility, and a rapid and effective response to environmental changes, and which takes care of the support for the University.

In 2024, through its deliberations and adopted resolutions, the Council aimed to contribute to the successful fulfilment of the mission of Mykolas Romeris University in the area of its competence and to ensure that Mykolas Romeris University is a modern, up-to-date, dynamic, specialised university of the social sciences and the humanities, which develops the competencies necessary for a successful professional career, conducts high-level research relevant to the society, and develops innovations.

In the past year, the Council has focused on the implementation of the University's strategic objectives, the improvement of the University's organisational structure, the promotion of research activities, and the efficient use of its assets and finances.

Below are the most significant decisions taken by the Council in 2024 for the life of the University community.

The resolution adopted by the Council approving the Mykolas Romeris University Strategy 2024-2029 is of particular importance. The Strategy 2029 outlines the key strategic goals, objectives and performance indicators of the University's activities at national and international level in the three missions of the University (studies, research and impact on society), which are realised through the development of internationalisation, the implementation of sustainable development goals and the strengthening of the Lithuanian society through social innovations.

On June 25, 2024 the Parliament amended the Statute of Mykolas Romeris University. In the history of the adoption of the Statute, the Council's resolution on the adoption and submission to the Parliament its opinion on the draft Statute of Mykolas Romeris University, in which the Council set out its position on the draft Statute of the University was presented. This opinion refers to the Council's opinion of 20 December 2023

resolution on the submission of the draft Statute of Mykolas Romeris University to the Government of the Republic of Lithuania for further implementation. At the stage of further drafting of the draft Statute of the University, the provisions of the draft were amended in the light of comments received from public authorities. The Council, having assessed the compatibility of the amendments made by the state authorities to the Statute of the University with the Law on Science and Studies of the Republic of Lithuania, the principle of autonomy of higher education institutions, and the conclusion of the Legal Department of the Chancellery of the Seimas, has submitted a reasoned opinion on the draft Statute of the University.

The Council's resolutions related to changes in the organisational structure of Mykolas Romeris University are also of particular importance. The decision of the Council to change the organisational structure of Mykolas Romeris University and to establish the MRU HET Systems Centre was implemented on 9 September 2024. It is planned to develop an innovative interdisciplinary centre for research, studies and lifelong learning, which aims to unravel the complex interrelationships between humans, environment and technology in socio-technical systems.

The Council's resolutions related to the reorganisation of Marijampolė College and its merger with Mykolas Romeris University (the conditions of the merger, the application of legal acts regulating the financing of studies at Mykolas Romeris University to the students of MRU Sūduva Academy, the taking over of real-estate by the right of trust and other issues related to the reorganisation) are also worth mentioning.

The Council's resolutions on the election of the Rector of the University and the appointment of Prof. Dr. Inga Žalėnienė as Rector of MRU are important for the activities of the University.

The approval of the Regulations of the University's Research Incentive Fund and the amendments to the Staff Remuneration Regulations are other important areas of the Council's work. Council decisions on the University's programmes and own funds, on the approval of estimates of expenditure, on the approval of reports on the implementation of estimates of expenditure, etc. were adopted in a timely and serious manner after serious deliberation.

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