MCMXXII

VYTAUTAS MAGNUS
UNIVERSITY

VYTAUTAS MAGNUS UNIVERSITY
STRATEGIC PLAN FOR
2021 – 2027

VISION

VMU is one of the strongest, wide-ranging universities in the Baltic region, fostering the principles of *Artes liberales*, bringing together a community to build the future of Lithuania and Europe.

MISSION

To be the community institution of science, arts, and study which continues the mission of the University of Lithuania, established in Kaunas in 1922, creating liberal learning conditions for an individual, developing partnerships and taking an active part in the life of Lithuania to advance its future and contribute to the global cultural and academic development.

VMU VALUES

Personal and academic freedom, Democracy, Openness, Responsibility, Creativity, Sense of community, Sustainability, Academic excellence, Strategic directions.

STRATEGIC OBJECTIVES	TASKS
1. COMMUNITY IN HARMONY AND CONSOLIDATION	
1.1. Aspire to community sustainability and synergy by respecting the community's diversity and the personal autonomy of its members.	1.1.1. Ensure human rights, dignity, non-discrimination, equal opportunities, and diversity on gender, age, race, religion, language, culture, disability, and socioeconomic grounds; 1.1.2. Foster the unique identity and organizational culture of VMU by promoting tolerance and communion, close cooperation and trust between staff and students; 1.1.3. Strengthen and develop the idea and activities of the World Lithuanian University by bringing together the most outstanding Lithuanian scholars and creators; 1.1.4. Foster the tradition of multilingualism.
1.2. Strengthen the emotional and physical well-being of the community.	1.2.1. Execute monitoring of the psychological well-being of community members and factors relevant to it; 1.2.2. Continuously provide feedback to the community on the results of monitoring and planned measures to enhance psychological well-being; 1.2.3. Based on the monitoring results, organize activities such as psychological education, personal development training, psychosocial support, strengthening the psychological well-being of community members and personal development; 1.2.4. Promote the healthy lifestyle of community members by creating favorable conditions for their physical activity.
1.3. Ensure the quality and efficiency of internal communication.	1.3.1. Establish an internal communication structure and system to ensure the timely, clear dissemination of information through channels and means available to various community groups; 1.3.2. Enhance the dissemination of community achievements among the University units; 1.3.3. Promote community involvement in responsible sharing of relevant information through channels and means developed for internal communication.
1.4. Create an inclusive and motivating work environment.	1.4.1. Improve remuneration policy, ensuring a balance between creativity, academic achievement, workload, and dignified remuneration; 1.4.2. Ensure smooth integration of young researchers, lecturers, and artists, as well as other members of the community with individual needs, by offering favorable and flexible office and distance working conditions; 1.4.3. Empower international VMU teachers, researchers, non-academic staff, and students to become more involved in community life.
1.5. Rally the University's alumni community.	1.5.1. Identify and maintain regular contact with alumni communities in Lithuania and worldwide; 1.5.2. Create and develop a national and international network of "VMU Ambassadors Club"; 1.5.3. Enable the alumni to continue developing their competences at the University; 1.5.4. Promote community development through professional experience and potential of alumni organizations.
1.6. Promote organization of community.	1.6.1. Support independence of student self-government and promote student engagement; 1.6.2. Support community activities in academic associations, clubs, societies, gatherings, and trade unions; 1.6.3. Strengthen the University art and sports clubs and teams.

2. INTERNATIONAL RESEARCH UNIVERSITY	
2.1. Rally scientists and artists into stable, competitive and productive groups	2.1.1. Establish and consolidate research institutes to focus on research capacity and research infrastructure, and more efficient funding of research activities in priority fields; 2.1.2. Enable researchers to develop the highest level of science and art, innovative technologies, and high added value products, successfully participate in the design and implementation processes of national and international projects, ensuring University support for project promoters; 2.1.3. Attract top-level researchers from foreign academic institutions, initiate the world's most relevant research at the University; 2.1.4. Ensure the protection of intellectual property objects created during the implementation of projects.
2.2. Aspire to better funding for research and artistic activities.	2.2.1. Increase revenue from national and international projects, business and industry, public sector orders; 2.2.2. Rally higher education communities for a constructive dialogue with government institutions in order to increase education promotion and funding from the state budget; 2.2.3. Promote the attractiveness of VMU doctoral and post-doctoral fellowship, focusing on doctoral students and researchers from other countries in particular; 2.2.4. Actively collaborate with *Business Angels*, open innovation platforms, venture capital funds, the public sector in order to commercialize innovative products and technologies developed at the University; 2.2.5. Create a University venture capital fund from own and borrowed funds to finance the most promising research conducted at the University and the commercialization of developed products and technologies.
2.3. Improve the system for promoting research and artistic activities.	2.3.1. Increase the research fund by optimizing the structure and activities of the University; 2.3.2. Encourage researchers and students to create and incubate *startups*; 2.3.3. Nurture the talents of teachers and researchers not only in research/artistic activities but also in other activities relevant to the mission of the University.
2.4. Take advantage of the European University Alliance "Transform4Europe – T4E" partnership by bringing the University's strategic activities into the European dimension.	2.4.1. Encourage staff and students to use mobility opportunities; 2.4.2. Develop joint interdisciplinary study programs, in particular by promoting joint doctoral training with universities in Europe and beyond; 2.4.3. Develop entrepreneurial, open science knowledge and innovation with regions and for regions in cooperation with a wide range of non-university stakeholders; 2.4.4. Search for innovative forms of such cooperation and implementation initiatives.
2.5. Strengthen partnerships.	2.5.1. Strengthen inter-institutional and interdisciplinary cooperation and networking, contacts with business associations and companies, non-governmental organizations, public sector institutions, schools; 2.5.2. Aspire to the active participation of researchers in national and European infrastructures, international associations, organizations, platforms; 2.5.3. Enable researchers to provide research-intensive services to local and foreign industries and businesses and to develop applied research.

3. "STUDIES 360°"	
3.1. Ensure full support and help to the student in achieving the highest study outcomes.	3.1.1. Ensure the most favorable conditions for students to achieve their study outcomes by improving the infrastructure and learning facilities and resources; 3.1.2. Improve conditions for students to acquire additional competencies needed to meet the challenges of future society and to establish themselves in the labor market; 3.1.3. Contribute to the well-being of students' social life by encouraging and motivating them to achieve the highest study outcomes and by enabling artistic and cultural self-expression; 3.1.4. Develop a more effective model of student engagement in research and art activities by increasing synergies between studies and science (art); 3.1.5. Improve the system of student achievement monitoring, assistance and academic mentoring; 3.1.6. Improve and develop the study administration process, career planning, and other services for students; 3.1.7. Ensure the adaptation of studies for students with disabilities taking into account their individual needs.
3.2. Increase the innovativeness, flexibility, and accessibility of studies addressing the needs of today's society and building the society of the future.	3.2.1. Strengthen the application of the principles of Artes liberales in the study process by developing the study programs into interdisciplinary and flexible ones, enabling the student to choose the most appropriate path of study, by developing programs of study awarding the degree of Artes liberales; 3.2.2. Improve the student admission system in line with the principles of Artes liberales studies; 3.2.3. Develop online and open studies by increasing the range of modern online studies and improving the environment for online studies applying the latest smart technologies; 3.2.4. Increase the internationality of studies by interdisciplinary, international studies, increasing the number of foreign students and international mobility of students and teaching staff; 3.2.5. Establish a framework for the recognition of previous learning experiences and competences; 3.2.6. Implement a 360-degree quality assessment system by involving all participants of the study process (students, teachers, social partners, etc.); 3.2.7. Design an attractive and effective system of lifelong learning services for society.
3.3. Develop teachers' competences and cooperation.	3.3.1. Establish a system of training and support for teachers; 3.3.2. Apply new forms and teaching methods, giving teachers the freedom to modernize the content and forms of studies. 3.3.3. Improve the system of promotion and motivation of teachers in order to increase the quality of teaching.
3.4. Create a learning ecosystem conducive to the development of personalities and talents.	3.4.1. Create a network of university schools applying the principles of *Artes liberales*; 3.4.2. Expand the educational activities of talented children and contribute to the discovery of talents; 3.4.3. Improve the study marketing strategy to attract the most motivated students through a network of students and alumni as University Ambassadors; 3.4.4. Improve students' conditions for self-expression and create conditions for revealing talent.
3.5. Strengthen leadership in training educators.	3.5.1. Expand the offer of study programs and improve the quality of the ongoing study programs through closer cooperation with employers, foreign experts; 3.5.2. Develop an effective and attractive model for in-service teachers' training and retraining; 3.5.3. Design a model of cooperation with general education institutions by enhancing educators' practical training and introducing innovation.

4. INTEGRITY OF SELF-GOVERNANCE AND RESPONSIBILITY	
4.1. Strengthen self-governance, mutual cooperation and synergy of the University units.	4.1.1. Foster the principles of academic autonomy by ensuring a community-building structure and governance structure of the University;
	4.1.2. Pursue common goals, priorities and the formation of a common identity of the University after the elimination of competition between the activities of internal units;
	4.1.3. Aspire to greater potential of internal cooperation between units and synergies between activities.
4.2. Ensure a balanced structure of the University according to the study and research units, create equal conditions of representation in the self-government.	4.2.1. Reduce duplication of study programs, research and administration in individual academic units and implement appropriate structural reorganization of academic units;
	4.2.2. Aim to create strong and even academic units (academies, faculties), internal units (departments, study centers) by ensuring optimal and efficient administration;
	4.2.3. Ensure fair and equal representation in the management bodies of the University and the academic units.
4.3. Improve the quality of work of the non-academic staff.	4.3.1. Develop policies for the selection, competence and career development of the non-academic staff;
	4.3.2. Ensure a transparent, motivating remuneration system for the employees linked to the value created by the employee;
	4.3.3. Conduct regular staff interviews in order to assess the results and objectives for the period ahead;
	4.3.4. Ensure effective coordination of administrative activities and interoperability of information and data management systems.
4.4. Ensure efficient use of the University infrastructure.	4.4.1. Achieve efficient use of physical infrastructure based on cost–benefit analysis;
	4.4.2. Aspire to a balanced combination of physical and virtual infrastructure in the pursuit of a sustainable University of the future;
	4.4.3. Improve the environment for science, study, recreation and leisure by renovating existing and opening new University spaces to the full needs of the community;
	4.4.4. Concentrate the University study and research activities on the University campuses by phasing out unused infrastructure and investing the funds received for the said infrastructure in studies, research, dormitories and other activities and infrastructures.

5. UNIVERSITY IMPACT ON SOCIETAL DEVELOPMENT

5.1. Establish the identity of the University.	5.1.1. Nurture the historical memory of the University, revitalize and create new traditions; 5.1.2. Form a learning society of the future, make technological and social progress by using good Lithuanian and international practices.
5.2. Maintain and strengthen the reputation of the University, foster public confidence in the University.	5.2.1. Strengthen the role of the University as an opinion-maker in the political, social and cultural life of the state; 5.2.3. Develop the reputation of the University as an independent, impartial, critical knowledge and expert institution by using the research potential of the University; 5.2.4. Consolidate the image of the University with a comprehensive, global and liberal approach to education for future creators through external means of communication; 5.2.5. Improve the dissemination of the achievements of the University community in order to make them more widely known to the public.
5.3. Seek leadership in the training of agricultural specialists and in the development of Agriculture, Forestry, Aquaculture and Rural Development Policies.	5.3.1. Strengthen the role of the University in developing national policies on Agriculture, Forestry, Aquaculture and Rural Development and training of specialists; 5.3.2. Expand expert and consulting services based on the achievements of modern science both for agricultural entities and for public institutions; 5.3.3. Actively contribute to the European Green Deal, digitalization of agriculture, circular economy and other initiatives as well as to the substantiation of ideas by research and their implementation in Lithuania.
5.4. Develop open and multifaceted cooperation with society.	5.4.1. Be open to the public through various forms of communication and become a recognized virtual and physical space for discussion, brainstorming, paying tribute to *invisible college* tradition; 5.4.2. Share knowledge and experience of the University community with various interest groups in the fields of innovation, science and research, thus contributing to the consideration and updating of important current and future issues; 5.4.3. Engage in constructive discussions with government, municipal, business, cultural and non-governmental institutions in developing strategic country documents, tackling the economic, educational, social and climate change challenges of the city, the country and the world in the next decade; 5.4.4. Create Kaunas University area to increase study options; 5.4.5. Strengthen socially responsible partnerships and cooperation with various societal groups and local communities, the non-governmental sector.
5.5. Strengthen the role of the University in the cultural life of Lithuania and Europe.	5.5.1. Develop a continuous exchange of ideas and expert knowledge, joint projects and discussions between the University, the city, the country and international cultural and educational organizations to enhance the intellectual and cultural life of the country and Europe; 5.5.2. Strengthen the role of the University in the cultural life of Kaunas, Lithuania and Europe by initiating new projects and contributing to the implementation of existing projects (e.g., the 100th anniversary of Lithuanian University, "Kaunas – European capital of Culture 2022").