



M C M X X I I

VYTAUTAS MAGNUS
UNIVERSITY

VYTAUTAS MAGNUS UNIVERSITY
STRATEGIC PLAN FOR 2021–2027, MEASURES AND INDICATORS

I. COMMUNITY IN HARMONY AND CONSOLIDATION						
Strategic objectives	Tasks	Measures	Implementati on period	Responsible unit/ unit initiating the process	Indicators	Aggregated indicators
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, ethnic identity, religion, language, culture, disability and socioeconomic grounds.	1.1.1.1. Develop and implement Equality and Diversity Policy, Gender Equality Plan and Sexual Harassment Prevention Measures.	Preparation and approval of documents for 2021–2022.	Vice-Rector for Communication Marketing and Communication Department, Human Resources Department, Student Affairs Department, Disability Coordinator,	• EMPLOYEE DIVERSITY AND INCLUSION (%) A positive change in the employee diversity and inclusion indicator, as measured by the surveys, is 4	• EMPLOYEE DIVERSITY AND INCLUSION (%) A positive change in the employee diversity and inclusion indicator, as measured by the surveys, is 4
		1.1.1.2. Prepare Policy Disability, its coordination guidelines and implementation measures.	Implementation and monitoring during the period from 2021 to 2027.			
		1.1.1.3. Establish Equality and Diversity Officer's position in order to expand the functions of Human Resources Department.				

		1.1.1.4. Carry out educational activities and develop communication aimed at representing democratic values, human rights, cultural, linguistic, ethnic identity, gender diversity, adaptation of study conditions for people with disabilities, equality and anti-discrimination discourse.		SPEAR project team	percent within 2 years.	percent within 2 years
	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.	1.1.2.1. Carry out joint non-formal activities and events promoting communication between students and staff.	2021–2027	Rector’s Council, Student Affairs Department, Marketing and Communication Department, academic units	<ul style="list-style-type: none"> At least 8 percent annual growth in volunteering hours. MICROCLIMATE A positive change in the satisfaction with the microclimate, as measured by the surveys, is 4 percent within 2 years.	
		1.1.2.2. Bring together a club of teachers-ambassadors to share initiatives and good practices both inside and outside the University – “Happy Employees Speak and Represent”.	Establishment of Vytautas Magnus University Teachers-Ambassadors Club in 2021.	Rector’s Council, Marketing and Communication Department, academic units		
		1.1.2.3. Organize team supervision / organizational consulting activities, recruiting the community under reorganization or, if needed, units and consulting managers of various levels (deans, vice-deans, heads of departments).		Human Resources Department		
		1.1.2.4. Encourage students and staff to get involved in volunteering activities and develop the university volunteering system, publicize volunteering activities and provide		Student Affairs Department, Marketing and Communication Department		

		support to the best volunteers.				
	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.	1.1.3.1. Create a convenient VMU activity support system adapted to the Lithuanian diaspora and foreigners by establishing the World Lithuanian University Fund, which is a part of VMU Support and Charity Fund and ensuring its transparent administration.	A fund for 2022 has been established.	World Lithuanian University Coordinator, Faculty of Humanities, Education Academy	<ul style="list-style-type: none"> • At least 50 Lithuanian World Community members annually are involved in the World Lithuanian University activities. • At least 20 diaspora students annually. 	
		1.1.3.2. Raise funds for the World Lithuanian University activities: scholarships for Lithuanian diaspora professorships, management of archives of VMU Lithuanian Diaspora Institute, Diaspora and Lithuanian education programs; attract the Lithuanian academic and intellectual community of the world.	2021–2027			
		1.1.3.3. Publicize the World Lithuanian University activities, form a diaspora community, prepare joint projects of VMU and diaspora.				
		1.1.3.4. Prepare a clear, convenient and attractive distance learning registration, payment and study system aimed at Lithuanian diaspora students.				

		1.1.3.5. Prepare a module of non-formal physical and distance Lithuanian studies and establish VMU's leadership in the field of non-formal Lithuanian education.				
		1.1.3.6. Organize the World Lithuanian University sessions/forums with a focus on the tradition of World Lithuanian Symposiums on Science and Creativity.				
	1.1.4. Foster the tradition of multilingualism.	1.1.4.1. Update VMU language policy and monitor implementation.	Updated documents in 2021	Vice-Rector for Communication , Institute of Foreign Languages	<ul style="list-style-type: none"> • At least 30 percent of students who have improved their multilingual competencies each semester. • At least 20 percent of VMU employees who have improved their multilingual competencies per year. 	
		1.1.4.2. Implement the activities of the Transform for Europe Alliance "Multilingual University Campus" in order to strengthen the development of VMU multilingualism.	Implementation of the idea of "Multilingual University Campus" in 2021–2023.			
		1.1.4.3. Prepare a description of the assessment of teachers' non-mother tongue competencies.	2021–2022			
1.2.Strengthen the emotional and physical well-being of the community.	1.2.1. Monitor the psychological well-being of community members and factors relevant to it.	1.2.1.1. Continue to monitor the psychological well-being of the University staff through regular surveys.	Employee survey every two years: 2022, 2024, 2026	Rector's Council, Clinic of Psychology	<ul style="list-style-type: none"> • PSYCHOSOCIAL OCCUPATIONAL RISK FACTORS Decrease in psychosocial occupational risk at work, as measured by the surveys (4	PSYCHOSOCIAL OCCUPATIONAL RISK FACTORS Decrease in psychosocial occupational risk at work, as measured by the surveys (4
		1.2.1.2. Implement monitoring of students' psychological well-being: collect and analyze data on students' quality of life, psychological and social functioning.	Student survey annually in 2021–2027			

		1.2.1.3. Establish the position of a researcher of the Clinic of Psychology for the analysis of the results of the research of psychological well-being of community members and for proposing measures.	2021		percent within 2 years).	percent within 2 years).
	1.2.2. Continuously provide feedback to the community on the results of monitoring and planned measures to enhance psychological well-being.	1.2.2.1. Based on the monitoring results, provide conclusions and suggestions to the University administration and relevant services, addressing the psychological difficulties of community members and strengthening psychological well-being.	2021–2027	Clinic of Psychology, Marketing and Communication Department	<ul style="list-style-type: none"> A positive change in the profile of students' psychological well-being (increase in well-being, decrease in problems), as measured by the survey between different measurement waves, is 2 percent per year. 	
		1.2.2.2. Create an interactive survey tool with a feature to provide automatically generated individual feedback to students and staff about their personal level of psychological well-being.	2021			
	1.2.3. Based on the results of monitoring, to organize activities such as psychological education, personal development training, psychosocial assistance, strengthening the psychological well-being and personal development of community members.	1.2.3.1. Develop and implement a plan for the provision of psychological assistance to students and staff to ensure more effective access to services.	2021–2027	Clinic of Psychology, Human Resources Department, Marketing and Communication Department		
		1.2.3.2. Develop and implement programs to strengthen the psychological well-being of the community and prevent psychological difficulties.	2021			
		1.2.3.3. Organize and conduct community psychological education.				
		1.2.3.4. Establish additional position of a psychologist in the Clinic of Psychology for the implementation of employee-oriented measures and a position of a				

		psychologist for counseling foreign students and employees in English.					
	1.2.4. Promote the healthy lifestyle of community members by creating favorable conditions for their physical activity.	1.2.4.1. Update the University Health Promoting work program for 2017– 2021 by establishing leadership in the network of health promoting universities.	2021	Student Affairs Department	<ul style="list-style-type: none">• A 2 percent annual increase in the number of VMU community members involved in physical activities organized by VMU.		
		1.2.4.2. Carry out educational activities on maintaining and strengthening health for community members.	2021–2027				
		1.2.4.3. Increase the supply of health-promoting physical activities, practical classes, tournaments and to create favorable conditions for the participation of members of the community with disabilities.					
		1.2.4.4. Create universal registration system for physical activity activities performed by the Sports Center.	2021				
1.3. Ensure the quality and efficiency of internal communication.	1.3.1. Establish an internal communication structure and system to ensure the timely and clear dissemination of information through various channels and means available to various community groups.	1.3.1.1. Create an internal communication group to ensure community outreach, empowerment, feedback, and fostering an internal culture.	2022	Vice-Rector for Communication , Marketing and Communication Department, Human Resources Department	<ul style="list-style-type: none">• At least 50 percent of the information on the University website is in English.• EMPLOYEE EMPOWERMENT (%) A positive change in employee job satisfaction and empowerment indicator, as measured by the surveys, is 4	<ul style="list-style-type: none">• EMPLOYEE EMPOWERMENT (%) A positive change in employee job satisfaction and empowerment indicator, as measured by the surveys, is 4 percent within 2 years.	
		1.3.1.2. Prepare the University’s internal communication strategy.	2021–2022				
		1.3.1.3. Update design and structure of the University website (vdu.lt), adapting it to the international community and persons with disabilities (according to European directives) and responding to other goals of the VMU	2021–2023				

		Strategic Plan for 2021–2027.			percent within 2 years.	
		1.3.1.4. Establish a position of an English translator-editor for internal and external communication to improve access to information.	2021			
		1.3.1.5. Disseminate internal and external information in Lithuanian and English, and if needed and possible, in other foreign languages.	2021–2027			
	1.3.2. Enhance the dissemination of community achievements among the University units.	1.3.2.1. Organize presentations or internal conferences of community activities, research, and accomplishments in a virtual or physical space.	2021–2027			
		1.3.2.2. Publicize the achievements of community members and information of units through internal communication channels.				
	1.3.3. Promote community involvement in the responsible sharing of relevant information channels and means developed for internal communication.	1.3.3.1. Supplement the employee self-service portal with relevant sections: payment slips, employment contracts, holidays, applications, up-to-date information.	2021–2022			
		1.3.3.2. Create an interactive platform for sharing ideas and getting acquainted with essential VMU documents on the self-service portal.				

1.4. Create inclusive and motivating work environment.	1.4.1. Improve remuneration policy, ensuring a balance between creativity, academic achievement, workload, and dignified remuneration.	1.4.1.1. Optimize the workload of employees by increasing the opportunities to work full-time and by creating conditions for the academic staff to combine teaching and research work in various proportions, not exceeding 1.5 full-time positions.	2021	Rector's Council, Finance Department, Human Resources Department, SPEAR project team	<ul style="list-style-type: none"> • A 10 percent increase in the salaries for non-academic employees in 2021. • At least 5 percent annual increase in the salaries for the academic staff. • EMPLOYEE JOB SATISFACTION A positive change in employee job satisfaction, as measured by the survey, is 4 percent within 2 years.. 	<p>At least 5 percent salary growth for the academic staff per year.</p> <p>EMPLOYEE JOB SATISFACTION A positive change in employee job satisfaction, as measured by the survey, is 4 percent within 2 years.</p>
		1.4.1.2. Review the system of incentives for employees, setting service coefficients, establishing criteria for scientific and didactic activities.	2022			
		1.4.1.3. Carry out a regular analysis and dissemination of gender-, disability- and age-disaggregated data on workload and pay.	2021–2027			
		1.4.1.4. Raise awareness of the added value provided to employees.				
	1.4.2. Ensure smooth integration of young researchers, teachers and artists, as well as members of the community with individual needs, by offering favorable and flexible office and distance working conditions.	1.4.2.1. Establish the position of a human resources management specialist for internal communication, mediation between the administration and employees, consulting and organization of competence development.	2021	Human Resources Department		
		1.4.2.2. Carry out integration activities for new employees and prepare integration measures, information e-collection in Lithuanian and English;	2022	Human Resources Department, Marketing and Communication Department		
		1.4.2.3. Provide training for the heads of department on the creation of psychologically and socially favorable, inclusive and motivating working conditions.	2021–2027	Human Resources Department		

		1.4.2.4. Advise and provide assistance to employees seeking flexible working conditions and career opportunities.				
	1.4.3. Empower international teachers, researchers, non-academic staff, and students to become more involved in community life.	1.4.3.1. Increase the number of international students, teachers, researchers and other staff.	2021–2027	Human Resources Department, International Cooperation Department		
		1.4.3.2. Develop informal activities for the involvement of international teachers, researchers, non-academic staff and students in the community.				
1.5. Rally the University's alumni community.	1.5.1. Identify and maintain regular contact with the alumni communities in Lithuania and worldwide.	1.5.1.1. Update contacts of Lithuanian and international VMU alumni and collect a database of alumni.	2021–2027	Academic units, Student Affairs Department, Marketing and Communication Department	<ul style="list-style-type: none"> • At least 10 graduates who join Vytautas Magnus University ambassadors and flag bearers every year. • The growth of the fund of financial support provided by patrons and sponsors is at least 3 percent per year 	The annual growth of the fund of financial support provided by patrons and sponsors is not less than 3 percent.
		1.5.1.2. Create and send to each graduating student information with an invitation in Lithuanian and English to join alumni clubs and confirmation of membership.	2021	Vice-Rector for Communications, Student Affairs Department, International Cooperation Department, Marketing and Communication Department		
		1.5.1.3. Establish a position of Alumni Activities Coordinator.	2021			
		1.5.1.4. Prepare a communication plan with the alumni community and regularly inform the alumni about the activities, opportunities and benefits offered by the University in Lithuanian and English.	2021			
		1.5.1.5. Regularly update information for alumni on the vdu.lt website and in	2021–2027			

		VMU media in Lithuanian and English.				
		1.5.1.6. Create a VMU alumni card (VMU Identity) for graduates who want to participate in the community life of the University and use the benefits and opportunities offered by VMU.	2021–2022			
	1.5.2. Create and develop a national and international network of VMU Ambassadors Club.	1.5.2.1. Promote the idea for students to become VMU ambassadors and VMU flag bearers by involving the World Lithuanian University Coordinator in the activities.	2021–2027			
		1.5.2.2. Promote communion between VMU teachers-ambassadors, graduating students and VMU graduates.				
		1.5.2.3. Update the description of VMU ambassador’s activities and opportunities.	2021			
		1.5.2.4. Implement and expand VMU flag bearer initiative.	2021–2027			
	1.5.3. Enable the alumni to continue developing their competencies at the University.	1.5.3.1. Update the benefits package for the alumni and make it public in Lithuanian and English.	2021			
		1.5.3.2. Involve the alumni in the study process, research, project activities, career planning events, and building the University’s reputation.	2021–2027			
	1.5.4. Promote community development through professional experience and	1.5.4.1. Establish an alumni fund as part of the VMU Support and Charity Fund and ensure its transparent administration.	2021–2022			
		1.5.4.2. Organize the alumni community networking,	2021–2027			

	potential of alumni organizations.	good practice sharing, interviews, discussion activities in virtual and physical spaces.					
		1.5.4.3. Involve representatives of the alumni community in the activities of VMU structures (Senate, Council) and units.					
1.6. Promote organization of community.	1.6.1. Support independence of student self-government and promote student engagement.	1.6.1.1. Allocate funding and consulting in establishing and maintaining organizations with VMU status and increase the project funding of such organizations according to their performance in proportion to the number of organizations.	2021–2027	Rector’s Council, Student Affairs Department	<ul style="list-style-type: none">• At least 10 percent of students are involved in student self-government and organizational activities each year.• At least 20 studying athletes of high sportsmanship.• 1–3 places in the general classification of Lithuanian university sports competitions.• Representation in at least 20 events of high artistic level per year.		
		1.6.1.2. Promote the engagement of student self-government in VMU activities.					
		1.6.1.3. Provide project support to Dormitory Councils to strengthen the self-government of dormitory residents.					
	1.6.2. Support community activities in academic associations, clubs, societies, gatherings, trade unions.	1.6.2.1. Create favorable operating conditions for organizations and informal groups operating at the University by sharing VMU infrastructure as much as possible.	2021				
		1.6.2.2. Create conditions for publicity of activities through internal communication channels.					
		1.6.2.3. Update the description of the establishment of organizations.					
	1.6.3. Strengthen the University’s art and sports teams.	1.6.3.1. Ensure the development of students’ priority team sports at the University.	2021–2027				

		1.6.3.2. Create conditions for athletes of individual sports (including the disabled) and artists to study and participate in student sports competitions or artistic activities.				
		1.6.3.3. Ensure appropriate conditions for athletes, artists and their teams to represent the University in Lithuanian, Baltic, European and world student sports competitions and art festivals and contests.				
		1.6.3.4. Optimize the activities of artistic collectives by clearly identifying their purpose and representativeness, without duplicating activities.				
		1.6.3.5. Create conditions for amateur artistic expression of the University community by developing a system of registration for artistic expression classes.				
		1.6.3.6. Carry out artistic, creative and educational programs, to organize high artistic level events required for the University and its representation.				
		1.6.3.7. Attract and consult athletes of high sportsmanship.				

II. INTERNATIONAL RESEARCH UNIVERSITY						
Strategic objective	Tasks	Measures	Implementati on period	Responsible unit/ unit initiating the process	Indicators	Aggregated indicators
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 for research activities in priority fields.	2.1.1.1. Form the institutes of relevant topics with sufficient potential for high-level interdisciplinary research (e.g., educology, climate change, digital transformation, etc.), which have the status of an academic unit in the structure of the University.	2025–2027	Vice-Rector for Research, Research and Innovation Department, Communication and Technology Transfer Center, all academic units	<ul style="list-style-type: none"> An increase (compared to the previous assessment) of at least 0.5 points (on a 5-point scale) in the overall score (quality, socio-economic impact, viability of R&D activities) of the international comparative expert assessment carried out every five years. An increase in the number of articles published in scientific publications ranked in the Q1-Q2 quartiles (at least 10 percent every year compared to the indicator of 2020) An increase in the number of interdisciplinary articles published 	<p>An increase in the number of articles published in scientific publications ranked in the Q1-Q2 quartiles (at least 10 percent every year compared to the indicator of 2020)</p> <p>A 10 percent increase in the budget of funded projects over 3 years (the share of the estimated value of ongoing projects allocated to VMU).</p>
		2.1.1.2. Maintain and improve the model of clusters as a form of organization of scientific activities in order to ensure a good level of research quality in all fields of science related to the ongoing studies.				
		2.1.1.3. Fund additional researchers, data analysts, project preparation specialists, etc. creation of positions for the institutes (establishment of up to 10 new positions annually).				
		2.1.1.4. Create a sabbatical leave program based on global experience for teachers and researchers who demonstrate exceptional results in order to make the institutes more efficient (1–2 scholarships annually).				
		2.1.1.5. Promote women's leadership in research to strengthen gender dimension.				

					<p>in international scientific publications with a citation index (at least 10 percent every year compared to the indicator of 2020).</p> <ul style="list-style-type: none"> • An increase in the number of quires of research monographs or their parts published by internationally recognised publishing houses (at least 10 percent every year compared to the indicator of 2020). • A 10 percent increase in the budget of funded projects over 3 years (the share of the estimated value of ongoing projects allocated to VMU). 	
	2.1.2. Enable researchers and artists to develop the highest level of	2.1.2.1. Systematically prepare information on project opportunities for the	2025–2027	Vice-Rector for Research, Research and Innovation	<ul style="list-style-type: none"> • The five-year average annual increase in the number of 	

	science and art, innovative technologies, and high value added products, successfully participate in the processes of preparation and implementation of national and international projects, ensuring the University support for project promoters.	community (2 times a month).		Department, Communication and Technology Transfer Center, library, all academic units	Horizon 2020 / Horizon Europe projects submitted and crossing the threshold level is 10 percent.	
		2.1.2.2. Prepare a communication strategy for science-business cooperation, to create descriptions of the University's partner search, R&D service portfolio and other communication tools.				
		2.1.2.3. Ensure the provision of mentoring and advice to researchers preparing project applications in order to reduce the administrative and technical information burden.				
		2.1.2.4. Develop partnerships through participation in partner search platforms (EC Horizon Europe, Crowdhelix, etc.) in order to become a partner in project application consortia initiated by other institutions.				
		2.1.2.5. Organize periodic meetings of researchers' networking and joint projects.				
		2.1.2.6. Financially encourage teachers and researchers from the University Research Fund to publish in international scientific journals with a citation rate. To encourage artists to perform in prestigious spaces. To motivate to choose open access magazines and publishers.				

		2.1.2.7. Update the University's internal research output evaluation system in accordance with the stricter requirements of the current research output evaluation methodology (classification of the University's scientific publications, determination of official salaries and research bonuses) in order to ensure the development of the highest level of scientific and artistic output.			<ul style="list-style-type: none"> • Straipsnių Q1-Q2 kvartilių mokslo leidiniuose, skaičiaus augimas (ne mažiau kaip 10 % kasmet, lyginant su - 2020 m. rodikliu). • A 10 percent increase in the budget of funded projects over 3 years (the share of the estimated value of ongoing projects allocated to VMU). 	
		2.1.2.8. Synchronize the University's science management systems CRIS and MATIS.				
		2.1.2.9. Promote the sharing of experience and learning of VMU researchers in order to increase the citation of VMU researchers' works, especially HS.				
	2.1.3. Attract top-level researchers and artists from Lithuanian and foreign academic institutions, initiate the world's most relevant research and artistic activities at the University.	2.1.3.1. Establish new international contacts by encouraging teachers and researchers to take an active part in mobility programs.	2025–2027	Vice-Rector for Research, Research and Innovation Department, Communication and Technology Transfer Center, all academic units		
		2.1.3.2. Carry out international competitions for scientific and pedagogical positions in order for 50 percent of the academic units to work with at least one top-level foreign scientist-leader or artist.				
		2.1.3.3. Encourage the involvement of at least one top-level foreign researcher in the activities of doctoral committees (at least 1 top-level foreign researcher in doctoral committees).				

		2.1.3.4. Finance the creation of additional 50–80 researcher positions.				
	2.1.4. Ensure the protection of intellectual property objects created during the implementation of projects.	2.1.4.1. Provide assistance in preparing patent applications for the University teachers and researchers in order to encourage the patenting of new products and technologies developed.	2025–2027	Vice-Rector for Research, Research and Innovation Department, Communication and Technology Transfer Center, all academic units	<ul style="list-style-type: none"> The five-year average annual number of patents (LRB or EPO, or USPTO, etc.) is 1.5. The five-year average annual number of intellectual property management-license agreements is 2. 	
		2.1.4.2. Prepare and encourage the signing of intellectual property management-licensing agreements with research partners and research clients.				
		2.1.4.3. Organize seminars, meetings with intellectual property lawyers, PATLIB center.				
		2.1.4.4. Encourage the use of VMU PATLIB center services.				
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.	2.2.1.1. Systematically prepare information on project opportunities for the community (1 time a month).	2025–2027	Vice-Rector for Research, Research and Innovation Department, Communication and Technology Transfer Center, all academic units	<ul style="list-style-type: none"> The five-year average annual increase in the number of Horizon 2020 / Horizon Europe projects submitted and crossing the threshold level is 10 percent. A 10 percent increase in the budget of funded projects over 3 years (the share of the estimated value of ongoing 	The annual share of state budget funds in R&D in the University budget grows on average by 3 percent.
		2.2.1.2. Prepare a communication strategy for science-business cooperation, to create descriptions of the University's partner search, R&D service portfolio and other communication tools.				
		2.2.1.3. Reduce the administrative and technical burden of providing information to researchers preparing project applications by ensuring the supply of mentoring and consultation.				

					projects allocated to VMU).	
	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.	2.2.2.1. Initiate discussions through LURC, LAS and other academic institutions on increasing R&D funding with political and governmental authorities through research-based arguments and public activism.	2025–2027	Senate, Rector, vice-rectors, all academic units	<ul style="list-style-type: none"> The three-year average growth of state budget funds in R&D University budget at least 10 percent. 	
		2.2.2.2. Participate in the work of legislative improvement working groups.				
	2.2.3. Promote the attractiveness of VMU doctoral studies and post-doctoral fellowship, focusing on doctoral students and researchers from other countries.	2.2.3.1. Increase the awareness of VMU doctoral studies and post-doctoral fellowship for doctoral students and researchers from other countries.	2025–2027	Vice-Rector for Research, Research and Innovation Department, Doctoral School	<ul style="list-style-type: none"> An increase in the number of doctoral dissertations written in English (at least 10 percent every year compared to 2020). An increase in the number of newly enrolled international doctoral students (at least 5 percent every year) 	
		2.2.3.2. Increase the involvement and employment of VMU doctoral students in competitive projects implemented by VMU.				
		2.2.3.3. Encourage the heads of research departments to employ students and doctoral students in projects implemented by Vytautas Magnus University.				

		2.2.3.4. Financially encourage doctoral students from the University Research Fund to publish in international scientific journals with a citation rate (for exact sciences 1–2 Q CA WOS citation rate).			<p>compared to 2020). The five-year average annual growth in the number of students and doctoral students employed in research and art projects is 10 percent.</p> <ul style="list-style-type: none"> • An increase in the number of students (including doctoral students) employed in research and art projects, (at least 5 percent every year compared to 2020). 	
	2.2.4. Actively cooperate with <i>Business Angels</i> , open innovation platforms, venture capital funds in commercializing innovative products and technologies developed at the University.	2.2.4.1. Carry out quarterly audits of R&D results.	2025–2027	Vice-Rector for Research, Research and Innovation Department, Communication and Technology Transfer Center	<ul style="list-style-type: none"> • The growth of the budget for applications in Horizon / Horizon Europe funded projects by 10 percent in three years. • A 10 percent increase in the budget of funded projects 	
		2.2.4.2. Develop financial attraction plans (up to 5 annually) according to the needs of the University community.				
		2.2.4.3. Systematically organize seminars for <i>Business Angels</i> , open innovation platforms, and venture capital funds for the University community (1 in 6 months).				

	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 the developed products and technologies.	2.2.5.1. Fund up to 5 scientific, artistic studies annually by organizing an internal competition.	2025–2027	Vice-Rector for Research, Research and Innovation Department, Communication and Technology Transfer Center	over 3 years (the share of the estimated value of ongoing projects allocated to VMU).	
		2.2.5.2. Fund up to 3 research projects annually, consolidated with other universities (inter-institutional project competition).				
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.	2.3.1.1. Increase the research fund from savings by optimizing the structure of the University according to the structural change plan.	2025–2027	Council, Rector, Vice-Rector for Research, Research and Innovation Department, Communication and Technology Transfer Center	<ul style="list-style-type: none">• The annual increase of the research fund is not less than 5 percent.• A 10 percent increase in the budget of funded projects over 3 years (the share of the estimated value of ongoing projects allocated to VMU).	The annual increase of the research fund is not less than 5 percent.
		2.3.1.2. Update the system of promotion of research and artistic activities in accordance with the priorities of the system of incentives for evaluation and financing of research activities of Lithuanian universities.				
	2.3.2. Encourage researchers and students to create and incubate startups.	2.3.2.1. Organize an Academy of Innovators for researchers and scientists.	2023–2027	Research and Innovation Department, Communication and Technology Transfer Center	<ul style="list-style-type: none">• The five-year average annual number of new startups is 2.	
		2.3.2.2. Provide information to the University community about specialized study programs, opportunities to participate in accelerators.				
		2.3.2.3. Rally at least 1 team annually for startup competitions.				

	2.3.3. Nurture the talents of teachers and researchers not only in scientific/artistic activities but also in other activities relevant to the mission of the University.	2.3.3.1. Encourage the competent members of the University community to actively participate in expert consulting activities, working groups of state institutions, submit proposals for the improvement of the activities of democratic institutions.	2025–2027	Vice-Rector for Research, Research and Innovation Department, Communication and Technology Transfer Center	<ul style="list-style-type: none"> An increase of at least 0.5 points (on a 5-point scale) in the international comparative expert assessment of the viability of R&D activities compared to the results of the 2018 assessment. 	
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.	2.4.1.1. Develop a Mobility for All strategy and test its components.	Before 2023	Vice-Rector for Studies, Vice-Rector for Research, Vice-Rector for Communication, Research and Innovation Department, International Cooperation Department, Student Affairs Department, all academic units	<ul style="list-style-type: none"> The results of the T4E project have been achieved. By 2025, 50 percent of T4E Partner Alliance students benefit from one form or another of mobility programs. An increase in the number of signed cotutelle agreements for doctoral studies, at least 1 new agreement every year. 	
		2.4.1.2. Develop common mobility services and harmonized mobility procedures.				
		2.4.1.3. Create a T4E student card and a T4E staff card.				
		2.4.1.4. Create a T4E student ambassador program.				
		2.4.1.5. Establish a permanent support system for accommodation services.				
		2.4.1.6. Develop a common language strategy to promote multilingualism.				
		2.4.1.7. Develop an online catalog of internship opportunities.				
		2.4.1.8. Develop a T4E professional exchange program: concept and call.				
		2.4.1.9. Develop the concept and program of professional development modules and distance seminars.				

	2.4.2. Develop joint interdisciplinary study programs, in particular by promoting joint doctoral training with universities in Europe and beyond.	2.4.2.1. Develop a common challenge-based European learning agenda in the three key areas of the Alliance's activities (T4E focus areas: digital transformation, sustainability and societal crisis).	Before 2023	Vice-Rector for Studies, Vice-Rector for Research, Vice-Rector for Communication, Research and Innovation Department, International Cooperation Department, Student Affairs Department, all academic units		
		2.4.2.2. Establish a system of T4E procedures and rules for automatic crediting.				
		2.4.2.3. Create an innovative teaching/learning system and a suitable environment.				
		2.4.2.4. Prepare a declaration of automatic recognition of degrees between T4E partners.				
		2.4.2.5. Create a catalog of degree program modules				
		2.4.2.6. Create a catalog of degree program modules				
		2.4.2.7. Adapt the course content to the three undergraduate programs based on the T4E operational guidelines.				
		2.4.2.8. To develop digital modules tailored to the three main operational guidelines.				
		2.4.2.9. Prepare an evaluation report of the pilot project (bachelor's guidelines) and recommendations for its further development.				
		2.4.2.10. Prepare descriptions of three general master's program modules.				
		2.4.2.11. Prepare a project of three general doctoral programs.				
	2.4.3. Develop entrepreneurial,	2.4.3.1. Develop a Smart Transformation Strategy.	Before 2023	Vice-Rector for Studies, Vice-		

	open science knowledge and innovation together with regions and for regions in cooperation with a wide range of non-university stakeholders.	2.4.3.2. Develop a concept and call for smart transformation: international visits and lectures for entrepreneurs and practitioners.		Rector for Research, Vice-Rector for Communication , Research and Innovation Department, International Cooperation Department, Student Affairs Department, all academic units		
		2.4.3.3. Develop a concept and call for smart transformation: open double lecture series.				
		2.4.3.4. Develop a concept and call for smart transformation: stakeholder challenges and inclusive entrepreneurship awards.				
	2.4.4. Search for innovative forms of such cooperation and implementation initiatives.	2.4.4.1. Develop a T4E policy document on innovative teaching standards and the quality of curricula being developed, as well as guidelines and recommendations for pedagogical quality assurance and assessment within the T4E Alliance.	Before 2023	Vice-Rector for Studies, Vice - Rector for Research, Vice-Rector for Communication , Research and Innovation Department, Communication and Technology Transfer Center, International Cooperation Department, Student Affairs Department, all academic units		
		2.4.4.2. Develop the concept of a T4E Teachers' Academy.				
		2.4.4.3. Create a T4E e-learning platform.				
2.5. Strengthen partnerships.	2.5.1. Strengthen inter-institutional and interdisciplinary cooperation and networking, contacts with business associations and companies, non-governmental organizations,	2.5.1.1. Expand the involvement of academic staff in international professional thematic networks, editorial boards of scientific journals, and the circle of experts in national and international research programs.	2025–2027	Vice-Rector for Research, Research and Innovation Department, Communication and Technology Transfer Center, all academic units	<ul style="list-style-type: none"> An increase of at least 0.5 points (on a 5-point scale) in the international comparative expert assessment of the viability of R&D activities 	
		2.5.1.2. Participate in national and international clusters (1 per year).				

	public sector institutions, schools.	2.5.1.3. Prepare a communication strategy for science-business cooperation, to create descriptions of the University's partner search, R&D service portfolio and other communication tools.			<div>compared to the results of the 2018 assessment.</div> <ul style="list-style-type: none">At least 5 percent annual increase in the number of articles published with co-authors from foreign institutions in international scientific publications with a citation index (compared to 2020).	
		Organize regular thematic meetings (1 in 6 months) for Alumni Club, science-business cooperation.				
	2.5.2. Aspire to the active participation of researchers and artists in national and European infrastructures, international associations, organizations, platforms,	2.5.2.1. Carry out regular monitoring and presentations of opportunities to the University community (1 in a quarter).	2025–2027	Vice-Rector for Research, Research and Innovation Department, Communication and Technology Transfer Center, all academic units		<ul style="list-style-type: none">A 10 percent increase in the budget of funded projects over 3 years (the share of the estimated value of ongoing projects allocated to VMU).
		2.5.2.2. Prepare good practice presentations for those already involved in this type of activity (1 in 6 months).				
2.5.3. Enable researchers to provide research-intensive services to local and foreign industries and businesses and to develop applied research,	2.5.3.1. Prepare a communication strategy for science-business cooperation, to create descriptions of the University's partner search, R&D services portfolio and other communication tools (in Lithuanian, English, Russian, three e-publications).	2025–2027	Vice-Rector for Research, Research and Innovation Department, Communication and Technology Transfer Center, Communication Department, all academic units.			
	2.5.3.2. Present R&D results by participating in exhibitions (<i>Ką pasėsi, Innodrift, InnoPanorama</i> , etc.).					
	2.5.3.3. Implement the one-stop-shop principle and the administrative burden reduction policy.					

III. STUDIES 360°

Strategic objectives	Tasks	Measures	Implementation period	Responsible unit/ unit initiating the process	Indicators	Aggregated indicators
3.1. Provide 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.	3.1.1.1. Establish an innovative research-based teacher training center - a leader in Lithuania and the Baltic region.	2022	Education Academy	<ul style="list-style-type: none"> The percentage of students' satisfaction with study resources is 85 percent annually. 	<p>The percentage of students' satisfaction with study resources is 85 percent annually.</p> <p>The total employability of graduates per year, after 1 year after graduation is not less than 90 percent. (According to the Employment Service)</p>
		3.1.1.2. Upgrade laboratories and acquire the necessary equipment for innovative studies according to the needs of study programs.	constantly	Maintenance and Investment Department		
		3.1.1.3. Implement a new generation library services platform, to expand open access to digital, electronic information resources and printed publications of library collections.	2025	Library		
	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.	3.1.2.1. Implement modules that provide additional competencies that encourage students to develop competencies of self-knowledge, entrepreneurial, creative, critical, analytical thinking, social and interpersonal intelligence, enabling the practical development, experimentation and implementation of social and business ideas.	2025	Centre for Enterprise Practice, academic units	<ul style="list-style-type: none"> The total employability of graduates per year, after 1 year after graduation is not less than 90 percent (According to the Employment Service). 	<p>Student dropout number does not exceed 15 percent per year.</p>
		3.1.2.2. Create an effective system for monitoring the employability of students and graduates.	2025	Student Affairs Department (Career Centre)		

		3.1.2.3. Define the competencies of a VMU graduate (“portrait” of a VMU graduate) and to strengthen the identity of the University studies.	2023	Marketing and Communication Department, Study Department	
		3.1.2.4. Create a database of internships in order to organize study internships more efficiently and to involve external social partners more smoothly in the study process.	2025	Student Affairs Department (Career Centre), academic units	
	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.	3.1.3.1. Increase support and other assistance to students belonging to socially vulnerable groups.	2027	Student Affairs Department	The number of students receiving scholarships or other financial support is at least 25 percent annually.
		3.1.3.2. Create a sustainable tradition of patronage by focusing on socially vulnerable but aspiring to academic heights.	2027	Student Affairs Department	
		3.1.3.3. Update the incentive scholarships scheme and increase its fund.	2027	Study Department, Student Affairs Department	
	3.1.4. Develop a more effective model of student engagement in research and art activities by increasing synergies between studies and science (art).	3.1.4.1. Include in the content of postgraduate courses the preparation of students’ scientific articles and participation in conferences.	2022	Study Department, academic units	• The number of postgraduate students participating in scientific activities is 35 percent.
		3.1.4.2. Create a scholarship fund for the promotion of scientific (artistic) activities, including undergraduate and postgraduate students.	2022	Student Affairs Department	
		3.1.4.3. Create a teacher incentive system that encourages the involvement of students in research.	2027	Study Department	

	3.1.5. Improve the system of student achievement monitoring, assistance and academic mentoring.	3.1.5.1. Carry out more effective monitoring of students' achievements, improve the support system.	2025	Study Department	• Student dropout number does not exceed 15 percent.	
		3.1.5.2. Develop tools for monitoring the progress of study and learning in the distance learning environment, for informing teachers and study units and for providing assistance for students.	2022	Innovative Studies Institute, Study Department		
		3.1.5.3. Develop an academic mentoring program based on the student-to-student principle.	2025	Study Department, Student Affairs Department		
	3.1.6. Improve and develop the study administration process, career planning and other services for students.	3.1.6.1. Create digital platforms, that are convenient for students and teachers and include all the necessary information.	2022	Study Department, IT Centre		
		3.1.6.2. Create an information system of study programs, which ensures the general accumulation of information about study programs and courses, administration and interfaces with other subsystems.	2022	Study Department, IT Centre		
		3.1.6.3. Involve career competence development activities in the study process to develop students' ability to plan their careers.	constantly	Student Affairs Department (Career Centre), academic units		
	3.1.7. Ensure the adaptation of studies for students with disabilities and taking into account their individual needs.	3.1.7.1. Create a VMU disability policy document, which would include issues of study applicability.	2021	Student Affairs Department		
		3.1.7.2. Establish a legal framework that allows students with disabilities to fully study	2023	Student Affairs Department, academic units		

		after assessing their individual needs.				
		3.1.7.3. Increase the accessibility of studies for students with disabilities.	constantly	Student Affairs Department		
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 <i>Artes liberales</i> 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 <i>Artes liberales</i> .	3.2.1.1. Transform study programs into innovative, broad, interdisciplinary and responding to societal needs.	2022	Study Department, academic units	• The total number of students each year is at least 7000.	The total number of students each year is at least 7000. The share of admitted foreign students is at least 10 percent each year. The number of outgoing teachers is 15 percent each year.
		3.2.1.2. Prepare and implement a study program awarding the qualification degree of <i>Artes liberales</i> , to expand the activities of the <i>Academia cum laude</i> .	2027	Vice-Rector for Studies		
	3.2.2. Improve the student admission system in line with the principles of <i>Artes liberales</i> studies.	3.2.2.1. Initiate changes in the legal regulation of national student admission.	2025	Vice-Rector for Studies	• The number of first-year students admitted annually is not less than 2000. • The share of admitted foreign students is at least 10 percent each year.	
		3.2.2.2. Include in the conditions of admission of Lithuanian and foreign citizens the assessment of motivation and readiness for studies.	2023	Marketing and Communication Department, International Cooperation Department		
	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.	3.2.3.1. Develop and run applications remotely.	constantly	Innovative Studies Institute, academic units	• The number of online and blended study programmes is at least 10 percent of all study programmes..	
		3.2.3.2. Develop and offer a larger number of open study modules.	constantly	Innovative Studies Institute, academic units		
		3.2.3.3. Modernize the distance learning environment by using a variety of study	constantly	Innovative Studies Institute		

		technologies, expanding the possibilities of technological solutions, choice of tools and implementing elements of artificial intelligence.				
		3.2.3.1. Modernize the content of courses in the distance learning environment on the basis of the structure of outcomes.	constantly	Innovative Studies Institute, academic units		
	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.	3.2.4.1. Establish a system to promote the mobility of teachers and non-academic staff.	2025	International Cooperation Department	<ul style="list-style-type: none"> • The number of teachers outgoing to teach is 15 percent each year. • The number of international teachers coming for teaching and training visits per year is at least 15 percent. • The number of outgoing students is 5 percent each year. • The number of incoming foreign students is 20 percent per year. 	
		3.2.4.2. Prepare and implement joint, double diploma and/or certificate study programs, to install “mobility windows”.	constantly	International Cooperation Department and academic units		
		3.2.4.3. Create a system that promotes virtual and mixed mobility of students and teachers.	2023	International Cooperation Department		
		3.2.4.4. Prepare and implement courses taught in English in all academic departments, in all fields of study.	2023	International Cooperation Department and academic units		
		3.2.4.5. Prepare and implement a program of preparatory courses for foreign students.	2021	International Cooperation Department		
		3.2.4.6. Offer a larger number of intensive language, culture and other courses for foreigners.	constantly	International Cooperation Department		

		3.2.4.7. Inventory bilateral cooperation agreements with foreign partners, assess the intensity of cooperation, identify priority regions and expand partnerships with internationally recognized universities and organizations.	2022	International Cooperation Department		<ul style="list-style-type: none"> The number of persons involved in the process of recognition of competencies is 100 each year.
		3.2.4.8. Prepare and implement a Certificate of Internationality for students studying according to Lithuanian programs, including credits acquired during mobility, foreign language learning and courses taught in English.	2022	International Cooperation Department		
		3.2.4.9. Establish VMU study information center(s) abroad in order to attract motivated students and expand VMU study offer and study advertising.	2025	International Cooperation Department and Vice-Rector for Communication		
	3.2.5. Establish a framework for the recognition of previous learning experiences and competencies.	3.2.5.1. Develop an attractive system for the provision of a service for the recognition of competencies from prior learning experience.	2025	Study Department		
		3.2.5.2. Organize professional development events for experts and administration and periodically organize methodological training.	constantly	Education Academy		
		3.2.5.3. Prepare for and implement the process of recognizing micro-credentials in the context of EU digital infrastructure measures.	2025	Innovative Studies Institute, Study Department		

	Implement a 360-degree quality assessment system by involving all participants of the study process (students, teachers, social partners, etc.).	3.2.6.1. Develop a study quality system that includes targeted assessment and improvement processes, indicators, responsibilities of all participants in the study quality process and opportunities for involvement in study quality processes.	2025	Study Department	<ul style="list-style-type: none">• Percentage of students' satisfaction with the quality of studies is 85 percent.• The result of the evaluation of study fields is 75 percent of all fields accredited for a term of 7 years.	
		3.2.6.2. Develop study quality assessment based on feedback from social partners, integration of its results into study quality improvement activities and dissemination of study quality information.	2025	Study Department		
	3.2.6. Design an attractive and effective system of lifelong learning services for society.	3.2.7.1. Create an attractive digital system of qualification or improvement of individual competencies as a service provision and execution.	2022	Study Department	<ul style="list-style-type: none">• The number of participants in non-formal education activities organized by Vytautas Magnus University is 10000 each year.	
		3.2.7.2. Improve the service administration system.	constantly	Study Department		
	3.3. Develop teachers' competencies and cooperation.	3.3.1. Establish a system of training and support for teachers.	3.3.1.1. Create a consistent, high-quality, efficient in-service training system that meets the needs of teachers.	2023	Education Academy	
3.3.1.2. Establish an effective teacher professional development center (teachers' academy), drawing on the experience of the University Alliance (T4E) and other partners.			2021	Vice-Rector for Studies		
3.3.1.3. Create an environment for teacher collaboration in the digital space.			2025	Innovative Studies Institute, Education Academy		

	3.3.2. Apply new forms and teaching methods, giving teachers the freedom to modernize the content and forms of studies.	3.3.2.1. Develop and systematically implement a model of in-service training activities that meets the needs of teachers and the latest trends.	2025	Education Academy		
		3.3.2.2. Create a model of a consistent and conditional process of study content and assessment of study achievements in a distance learning environment.	2022	Innovative Studies Institute		
		3.3.2.3. Develop a system for the recognition of qualification requirements and competencies of a digitally competent teacher.	2022	Innovative Studies Institute		
	3.3.3. Improve the system of promotion and motivation of teachers in order to increase the quality of teaching.	3.3.3.1. Improve the accounting policy and system of the work of the academic staff.	2022	Study Department	• The average teaching quality assessment is at least 9 each year.	
		3.3.3.2. Create an effective system of teacher motivation that encourages the improvement of the quality of teaching.	2023	Vice-Rector for Studies		
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 <i>Artes liberales</i> .	3.4.1.1. Create a network of Vytautas Magnus University gymnasiums (lyceums) operating according to the principles of <i>Artes liberales</i> .	2027	Vice-Rector for Studies	• The number of Vytautas Magnus University network schools is 10. • The number of applicants from schools in VMU network is at least 10 percent of the total number of applicants each year.	
		3.4.1.2. Create a system for improving the quality of school network education and monitoring.	2025	Vice-Rector for Studies		
		3.4.1.2. Create VMU education classes in Lithuanian schools.	2025	Marketing and Communication Department		

	3.4.2. Expand the educational activities of talented children and contribute to the discovery of talents.	3.4.2.1. Expand the activities of the gifted children’s center in Vilnius and Kaunas by increasing the number of admitted children.	2025	Education Academy	<ul style="list-style-type: none">• The number of students participating in the VMU educational program for talented children is 300 each year.
		3.4.2.2. Create a mentoring model that ensures the active involvement of students in activities with pupils in order to improve their learning outcomes and other competencies by developing and initiating joint projects and initiatives.	2027	Student Affairs Department (Social Research Center)	
		3.4.2.3. Provide students with career education services: individual consultations, training.	2025	Student Affairs Department (Career Centre)	
		3.4.2.4. In cooperation with NEC, continue business consultations to help prepare for state examinations.	2025	Marketing and Communication Department	
	3.4.3. Improve the study marketing strategy to attract the most motivated students through a network of students and alumni as University Ambassadors.	3.4.3.1. Develop a study marketing strategy for Lithuanian and foreign students, involving a network of alumni.	Yearly	Marketing and Communication Department, International Cooperation Department	<ul style="list-style-type: none">• Every year, 75 percent of all admitted students choose VMU studies as their first priority.• The number of students who passed the maturity exams with the highest scores each year: 10 percent of all entrants.
		3.4.3.2. Prepare a plan of specific activities carried out by the University departments aimed at attracting motivated students and to implement it.	2021	Marketing and Communication Department, academic units	
		3.4.3.3. Organize events to establish direct contact with students in order to bring together a network of student-ambassadors, involving students in	constantly	Marketing and Communication Department	

		existing university activities.				
		3.4.3.4. Strengthen partnerships with organizations that provide non-formal education for students (<i>LMS, Renkuosi mokyti, Junior Achievement</i> , etc.).	constantly	Marketing and Communication Department		
		3.4.3.5. Organize events for teachers in order to create a network of teacher-ambassadors who would also contribute to pedagogical studies (internships, sharing of good practices).	constantly	Marketing and Communication Department, Education Academy		
	3.4.4. Improve students' conditions for self-expression and create conditions for revealing talent.	3.4.4.1. Expanding the events and student involvement offered by <i>Academia cum laude</i> to include newly joined units and participants in talented children's programs.	2025	<i>Academia cum laude</i>	<ul style="list-style-type: none"> The number of students and school learners participating in the activities of the <i>Academia cum laude</i> per year is 100. 	
		3.4.4.2. Responsibly expand the range of opportunities for self-expression activities at the University, taking into account the needs of students.	constantly	Student Affairs Department		
		3.4.4.3. Create a bank of students' good practices and ideas, in which students would express their position on one or another issue of the University's activities, how to improve it (experiences from foreign universities or their own practical activities).	constantly	Student Affairs Department		
3.5. Strengthen leadership in	3.5.1. Expand the offer of study programs	3.5.1.1. Develop and implement study programs for the	2025	Education Academy	<ul style="list-style-type: none"> The number of students 	

training educators.	and improve the quality of the ongoing study programs through closer cooperation with employers, foreign experts.	missing links in education (including programs taught in English, especially at the undergraduate level).			admitted to the first year of the undergraduate studies in the field of pedagogy is at least 350.	
		3.5.1.2. Seek accreditation to pursue International Baccalaureate programs.	2025	Education Academy		
		3.5.1.3. Create an effective model of pedagogical student practices in foreign countries by creating a mandatory mobility window for students in undergraduate studies.	2022	Education Academy, International Cooperation Department		
		3.5.1.4. Develop a double degree study program(s) with foreign partners.	2027	Education Academy, International Cooperation Department		
3.5.2. Develop an effective and attractive model for in-service teachers' training and retraining.	3.5.2.1. Create an attractive system for the provision of professional development and retraining services for teachers, using the experience of the University Alliance (T4E) and other foreign partners.	2022	Education Academy	• The number of teachers participating in in-service training activities is at least 5000 each year.		
		3.5.2.2. Create a package of provided professional development services, taking into account the different needs of employees in the education sector.	2021		Education Academy	
		3.5.2.3. Create a quality assurance system for the services provided to teachers and school leaders.	2023		Education Academy	
		3.5.3. Design a model of cooperation with general education institutions by	3.5.3.1. Develop an institutional model for educators and school leaders to engage in teacher education.		2024	

	enhancing educators' practical training and introducing innovation.	3.5.3.2. Organize annual events for school leaders and educators.	constantly	Education Academy		
		3.5.3.3. Create a network of schools, municipal education centers and municipal education departments in order to get involved in the publicity of educator training studies.	2021	Education Academy		

IV. INTEGRITY OF SELF-GOVERNANCE AND RESPONSIBILITY						
Strategic objectives	Tasks	Measures	Implementation period	Responsible unit/ unit initiating the process	Indicators	Aggregated indicators
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.	4.1.1.1. Improve the University's organizational structure and management model, implementing the University's strategic goals, taking into account the community's opinion, departmental identity, experience of autonomy and administration, and based on the analysis of financial and resource activities.	2021–2027	Senate, Rector's Council, academic units	<ul style="list-style-type: none"> EMPLOYEE EMPOWERMENT (%) A positive change in employee job satisfaction and empowerment indicator, as measured by the surveys, is 4 percent within 2 years. 	EMPLOYEE EMPOWERMENT (%) A positive change in employee job satisfaction and empowerment indicator, as measured by the surveys, is 4 percent within 2 years.
		4.1.1.2. Increase community involvement in decision-making by ensuring equal representation of departments, enabling employee independence and autonomy, promoting responsibility and the highest performance.				
	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.	4.1.2.1. Increase the efficiency of the University's activities by promoting a systematic approach to the development of the organization, concentrating the strengths, resources, activities, functions, structure, processes of the departments and reducing the internal competition of the departments.	2021–2023	Rector's Council, academic units	<ul style="list-style-type: none"> Balanced and integrated monitoring system of indicators has been developed, implemented and is being implemented. 	

		4.1.2.2. Monitor the external environment, flexibly adapting to market requirements, responding to changes in the environment, identifying potential of departments and seizing opportunities.				
		4.1.2.3. Create a balanced system for monitoring and evaluating the implementation of the strategic action plan and indicators, including the annual results of the University and its departments related to hierarchical links.				
		4.1.2.4. Enable the University Strategy Monitoring and Analysis Department to monitor and periodically provide information to the University governing bodies for making corrective decisions, ensuring feedback.				
	4.1.3. Aspire to greater potential of internal cooperation between units and synergies between activities.	4.1.3.1. Implement the task force activity and promotion model by using (mobilizing) the expert competencies of the staff of academic and non-academic departments in generating and implementing innovative ideas, solving priority, important and urgent issues of the University.	2021	Rector's Council, Human Resources Department, Marketing and Communication Department		

		4.1.3.2. Initiate joint projects and events of the departments to improve the activities of the University in order to achieve common goals.				
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.	4.2.1.1. Carry out an analysis of study programs on duplication, assignment to science and study fields, interdisciplinarity and make decisions on necessary changes.	2021–2022	Academic units		
		4.2.1.2. Analyze the size, productivity of activities, efficiency of infrastructure use of research clusters and other groups of researchers and to make decisions on necessary changes.	2021–2027	Rector’s Council, Study Department, Research and Innovation Department, Human Resources Department, 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.	4.2.2.1. Establish common structure optimization criteria after discussion in the community. To prepare and implement a restructuring plan in accordance with the established criteria.	2021–2022	Council, Senate, Rector’s Council, academic units		
	4.2.3. Ensure fair and equal representation in the management bodies of the University and the academic units.	4.2.3.1. Carry out self-assessment of the efficiency of the administration of academic units and prepare plans for the improvement of administration.	2021	Rector’s Council, 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.	4.3.1.1. Implement a personnel selection and career planning system focused on employee self-realization, personal potential disclosure, and leadership development.	2021–2022	Rector’s Council, Human Resources Department, International Cooperation Department, Public Procurement and Legal Department	• A system of selection, career planning and motivation of non-academic staff has been developed and implemented. • EMPLOYEE JOB SATISFACTION. A positive change in employee job satisfaction, as measured by the survey, is 4 percent within 2 years.
		4.3.1.2. Create conditions for employees to improve not only in accordance with their positions, but also in order to acquire new skills and competencies.	2021–2027	Human Resources Department, International Cooperation Department	
	4.3.2. Ensure a transparent, motivating remuneration system for the employees linked to the value created by the employee.	4.3.2.1. Update the remuneration system by linking it to annual assessments of the objectives to be achieved and the ones already achieved.	2021–2022	Rector’s Council, Human Resources Department, Finance Department, Public Procurement and Legal Department	
		4.3.2.2. Create a “package” of intangible incentives and motivation for employees that is accessible and recognizable to each employee (e.g., supplementary health insurance, health services, psychological well-being, etc.).			
	4.3.3. Conduct regular staff interviews in order to assess the results and objectives for the period ahead.	4.3.3.1. Implement a staff appraisal system linked to the University’s strategic objectives, unit’s and personal annual plans, and employee competencies and achievements.	2021–2022	Human Resources Department, Public Procurement and Legal Department	• A system for the evaluation and promotion of non-academic staff has been developed and implemented.

		4.3.3.2. Create an effective system of constructive (positive) feedback to the employee.				
		4.3.3.3. Carry out regular employee surveys on the topics of employee job satisfaction, professional development, motivation, career prospects.	2021–2027	Rector's Council, Human Resources Department, units		
	4.3.4. Ensure effective coordination of administrative activities and interoperability of information and data management systems.	4.3.4.1. Modernize the activities of non-academic units by implementing the “one-stop-shop” principle, transferring the management of the University’s business processes to the digital space, using a document management system and an electronic signature.	2023	Rector's Council, units	<ul style="list-style-type: none"> The share of electronic document management in the DMS system is 80 percent. 	
		4.3.4.2. Create an “Employee Profile” on the information platforms of the University in order to create conditions for each employee to see their work history, holidays and business trips, remuneration, material responsibility, granted rights to the University IS.				
		4.3.4.3. Create a digital management system of the University’s action plan monitoring indicators, effectively coordinating and performing data analysis and providing information for management decisions.				
4.4. Ensure	4.4.1. Achieve efficient use of physical infrastructure	4.4.1.1. Prepare an analysis / study of the efficiency of the use of physical infrastructure.	2021–2025	Rector's Council, Maintenance	<ul style="list-style-type: none"> Infrastructure efficiency index is 	Infrastructure efficiency index

efficient use of the University infrastructure.	based on cost–benefit analysis			and Investment Department, Finance Department, Public Procurement and Legal Department	not less than 80 percent.	is not less than 80 percent.
		4.4.1.2. Create a tool for efficient asset management by integrating relevant financial, asset location, employment and other asset accounting data.	2022	Maintenance and Investment Department, Finance Department	<ul style="list-style-type: none"> Asset Management Tool (IS) has been developed. 	
	4.4.2. Aspire to a balanced combination of physical and virtual infrastructure in the pursuit of a sustainable University of the future.	4.4.2.1. Create flexible working conditions by increasing the use of IS and their user-friendliness.	2021	Rector's Council, units	<ul style="list-style-type: none"> EMPLOYEE EMPOWERMENT (%) A positive change in employee job satisfaction and empowerment indicator, as measured by the surveys, is 4 percent within 2 years. 	
		4.4.2.2. Prepare an evaluation study of the application of teleworking principles to the effective implementation of the University's activities. To move relevant activities to the distance.	2021–2025	Rector's Council, Human Resources Department, Maintenance and Investment Department		
		4.4.2.3. Develop the idea of an environmentally friendly university and carry out projects (go green, CO ₂ reduction, solar electricity, installation of car parks, etc.).	2021–2027	Maintenance and Investment Department, Student Affairs Department, Marketing and Communication Department		

		4.4.2.4. Establish the practice of inter-institutional exchange of official electronic documents using the functionality of DMS and e-delivery system.	2022	Maintenance and Investment Department		
	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	4.4.3.1. Develop and create new spaces for students and teachers, to ensure access and mobility of people with disabilities in all University buildings.	2021–2027	Maintenance and Investment Department, Student Affairs Department		
		4.4.3.2. Administrative building located at K. Donelaičio g. 52, Kaunas renovation. Project “Establishment of Teacher Training Center”.	2021–2022	Maintenance and Investment Department		
		4.4.3.3. Construction works of the 3rd stage of construction works of multi-functional study and research center, located at V. Putvinskio g. 23, Kaunas. Project “Establishment of the Center for Contemporary Didactics”.				
		4.4.3.4. After the implementation of the project, to implement the emergence of a multifunctional space of the community - a canteen.				
		4.4.3.5. Development construction works of sports complex located at Studentų g. 11, Akademija, Kaunas district.				
		4.4.3.6. Catering building located at Studentų g. 9, Akademija, Kaunas district overhaul works by changing its purpose to a scientific building. Project “Modernization of Agro-Innovation Research Base”.				

		4.4.3.7. Student dormitory No. 2 (Vytauto pr. 71, Kaunas), student dormitory no. 10 (Studentų g. 7, Akademija, Kaunas district) infrastructure renewal.	2022			
		4.4.3.8. Reconstruction works of the building for science, located at Universiteto g. 10, Akademija, Kaunas district. Project “Relocation of Faculties of Natural Sciences and Informatics, Integration of Faculties of Economics and Management: Renewal of Science and Studies Infrastructure”.	2022–2023			
		4.4.3.9. Establishment of the infrastructure of the Botanical Garden by installing a car storage (uncovered parking lot), located at Vilties g. 6, Kaunas.	2022			
		4.4.3.10. Reconstruction of Botanical Garden Orangery, located in Ž. E. Žilibero g. 9, Kaunas.				
		4.4.3.11. Infrastructure renewal of Botanical Garden Water Plant Expositions and paths, Ž. E. Žilibero g. 6, Kaunas.				

		4.4.3.12. Infrastructure renewal of student dormitory No. 8 (Studentų g. 5, Akademija, Kaunas district municipality), student dormitory No. 5 (Universiteto g. 8, Akademija, Kaunas district municipality) and student dormitory No. 6 (Universiteto G. 4, Akademija, Kaunas district municipality).	2023–2027			
		4.4.3.13. Cultural monument / Aukštoji Freda manor residence house (unique code in the Register of Cultural Values 25745), located at Ž. E. Žilibero g. 6, Kaunas city municipality, interior management (conservation, restoration, repair), accident threat elimination, installation of security technical measures and emergency works.				
		4.4.3.14. Building complex - maintenance and/or capital repair works of the second stable (unique code KVR 25756) of the monument of Aukštoji Freda manor (unique code KVR 1113) homestead complex, located at Ž. E. Žilibero g. 5,7, Kaunas, creating better conditions for scientific and educational activities of the Botanical Garden, work of scientists, training of students.				

		4.4.3.15. Renovation of the building located at S. Daukanto g. 27, Kaunas.				
		4.4.3.16. Renovation of the part of the building of the Central Palace of VMU Agriculture Academy (Studentų g. 11, Akademija, Kaunas district municipality), creating better study and working conditions for students, researchers and employees of the Faculties of Agronomy, Forestry and Ecology.				
		4.4.3.17. Maintenance works (restoration, conservation, repair) of the building of the Cabinet of Ministers of the Republic of Lithuania (unique code KVR 16580), unique code 1993-0007-4017, K. Donelaičio g. 58, Kaunas, Kaunas city municipality.				
	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.	4.4.4.1. Initiate the investment of unused or inefficiently usable infrastructure of the University and obtaining permits for sale.	2027	Maintenance and Investment Department, Finance Department, Public Procurement and Legal Department	<ul style="list-style-type: none"> Implementation of investment projects from sold property in 100 percent. 	
		4.4.4.2. Create a prospective plan for concentrating the University's studies, research and other activities in three campuses (Kaunas, Vilnius, Kaunas district).	2023	Maintenance and Investment Department, Marketing and Communication Department, Student Affairs Department	<ul style="list-style-type: none"> Execution of works in percent/100 percent of planned works. 	

V. UNIVERSITY IMPACT ON SOCIETAL DEVELOPMENT

Strategic objectives	Tasks	Measures	Implementation period	Responsible units/ unit initiating the process	Indicators	Aggregated indicators
5.1. Establish the identity of the University.	5.1.1. Nurture the historical memory of the University, revitalize and create new traditions.	5.1.1.1. Organize national and international events that make the University's identity meaningful.	2021–2027	Rector's Council Library, Marketing and Communication Department, academic units, the World Lithuanian University coordinator	<ul style="list-style-type: none"> At least 5 events are implemented each year. 	
		5.1.1.2. Unite the diaspora and the international community: to prepare joint projects of VMU and the diaspora, to publicize the activities of the World Lithuanian University, to establish international partnerships that make the University's identity meaningful, to strengthen leadership in Lithuanian education activities.				
		5.1.1.3. Prepare and implement the university and inter-institutional plan and program of the 100th anniversary of the University of Lithuania, publish collections of historical documents of the University.	2021–2022			
		5.1.1.4. Open the University's historical archive through digital and physical spaces.	2021–2027			
	5.1.2. Form a learning society of the future, make technological and social progress by using good Lithuanian and	5.1.2.1. Create digital and social progress and implement sustainable application and societal transformations through the implementation of T4E activities.	2021–2027	Rector's Council, academic and non-academic units		

	international practices.	5.1.2.2. Shape the society of the future by increasing learning opportunities through open studies.		Innovative Studies Institute, Marketing and Communication Department			
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.	5.2.1.1. Develop and implement an integrated communication strategy for 2021–2027.	2021–2027	Marketing and Communication Department	<ul style="list-style-type: none">• The tone of a positive communication in Vytautas Magnus University in the media is higher than the annual market average (market average was 11.2 percent in 2020).• Webometrics rating (visibility, influence, openness, excellence), 1st place in Lithuania.	The tone of VMU’s positive communication in the media exceeds the annual market average.	
		5.2.1.2. Use the activities and tools of the common T4E Alliance communication strategy in the implementation of the VMU integrated communication strategy.					
	5.2.2. Develop the reputation of the University as an independent, impartial, critical knowledge and expert institution by using the research potential of the University.	5.2.2.1. Increase the visibility and recognition of the University’s highly competent experts in the society, national and international media.	2021–2027	Marketing and Communication Department			
		5.2.2.2. Prepare and implement annual media plans in the fields of science and culture popularization, studies and education, civic awareness.					
		5.2.2.3. Create Human Rights Platform at Vytautas Magnus University and publicize its activities, using the expert potential in the field of human rights.	2021–2027	Marketing and Communication Department, academic units, Human Rights Platform Coordinator			
	5.2.3. Consolidate the image of the University with a comprehensive, global and liberal approach to	5.2.3.1. Develop and implement a national and international study marketing strategy, business communication strategy and action plans.	2021–2027	Marketing and Communication Department, International Cooperation Department			

	education for future creators through external means of communication.	5.2.3.2. Prepare and implement plans for marketing measures and activities for VMU entrance and image campaigns based on the new strategy.		Marketing and Communication Department		
	5.2.4. Improve the dissemination of the achievements of the University community in order to make them more widely known to the public.	5.2.4.1. Improve the visibility of the University's researchers, research products and activities by developing the University's research management system CRIS: to collect the profiles of researchers, expand their dissemination, and improve the system's functionality and integration with the University's website.	2021–2027	Library	<ul style="list-style-type: none"> • 80 percent of completed researcher profiles. 	
		5.2.4.2. Increase the dissemination of community achievements to the international community in English.	2021–2027	Marketing and Communication Department	<ul style="list-style-type: none"> • An increase in the number of employees who have provided expert opinions in Lithuanian and English through public communication channels is at least 3 percent each year. 	
		5.2.4.3. Provide the media with information about research and expert opinion in order to reveal the competence of VMU researchers to the society.				
		5.2.4.4. Create at least 2 additional posts in order to increase the amount of information published in Lithuanian and English by means of written and video communication.				
5.3. Seek leadership in the training of agricultural specialists and in the development	5.3.1. Strengthen the role of the University in developing national policies on Agriculture, Forestry, Aquaculture and	5.3.1.1. Participate in the implementation of the objectives of the UN 2030 Program and the SDG, respond to the priorities of the Green Deal and sustainable development	2021–2027	Agriculture Academy, academic units	<ul style="list-style-type: none"> • The average number of high-level scientific publications in the field of the European Green 	The number of international and national projects for the public is at least 5 each year.

of Agriculture, Forestry, Aquaculture and Rural Development Policies.	Rural Development and training of specialist.	through international and national scientific and applied research and ensure their dissemination.			Deal is 5 percent each year.	
		5.3.1.2. Submit applications and carry out international and national research projects in support of bio economy (ecosystems and biodiversity), European Green Deal, rural policy and its measures.			The number of newly launched international research projects is at least 5 projects per year.	
		5.3.1.3. Organize international forums on bio economy, European Green Deal, rural development policy.			<ul style="list-style-type: none"> • At least 5 international events related to the European Green Deal. 	
		5.3.1.4. Initiate, develop and implement interdisciplinary study programs for sustainable development, agribusiness and public interest in bio economy, digitalization of agriculture, bio systems management, as well as continuing education and training projects.			<ul style="list-style-type: none"> • Five new interdisciplinary study programs. • The average number of participants in continuing education and training services is 300 each year. 	
	5.3.2. Expand expert and consulting services based on the achievements of modern science both for agricultural entities and for public institutions.	5.3.2.1. Form highly competent expert groups on bio economy, European Green Deal, rural development policy, providing expert opinions through various media channels.	2021–2027	Marketing and Communication Department, Agriculture Academy, academic units	<ul style="list-style-type: none"> • The number of expert opinions submitted through various media channels is at least 25 each year. 	
		5.3.2.2. Provide expert assessments of new EU and national legislation in the fields of bio economy, Green Deal, rural policy.		Agriculture Academy, academic units		

		5.3.2.3. Get involved in the development of EU, national and regional strategies and legislation in the fields of bio economy, EU Green Deal, rural policy.		Agriculture Academy, academic units	<ul style="list-style-type: none"> • The average number of cases of getting involved in strategy and legislation preparation groups is 5 each year. 	
	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.	5.3.3.1. Actively cooperate with research organizations and companies on issues related to climate change, sustainable energy, advanced, environmentally friendly transport, establishing start-ups and promoting the implementation and development of Green Deal innovations.	2021–2027	Agriculture Academy, academic units	<ul style="list-style-type: none"> • The number of startups and (implemented) innovations is on average 5 each year. 	
		5.3.3.2. Improving digitization competencies and infrastructure (artificial intelligence) by collecting and analyzing relevant bio systems data that enable decision-making on sustainable environmental transformations.		Agriculture Academy, academic units	<ul style="list-style-type: none"> • The number of digitization projects is 1 each year. 	
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.	5.4.1.1. Organize and carry out discussions and events on scientific, cultural and social topics relevant to Lithuanian society.	2021–2027	Academic units	<ul style="list-style-type: none"> • At least 3 events and discussions open to the public each year. 	
	5.4.2. Share knowledge and experience of	5.4.2.1. Organize and participate in high-level national and	2021–2027	Marketing and Communication	<ul style="list-style-type: none"> • At least 15 sports, art, and 	

	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.	international scientific, sports and art events.		Department, Student Affairs Department, other divisions of the University	significant international scientific events each year.	
		5.4.2.2. Strengthen cooperation and partnerships with national and international strategic research institutions, private, the public and non-profit sectors.		All academic and non-academic units		
		5.4.2.3. Promote cooperation with business organizations by increasing the use of scientific potential, innovation and creation of innovative business, dissemination of scientific information.		Communication and Technology Transfer Center		
		5.4.2.4. Actively participate in the activities of international and national associations, networks and institutions.		All academic and non-academic divisions		
	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.	5.4.3.1. Engage in discussions with stakeholders and pursue change, at the individual, University, national, regional and European levels, through the implementation of T4E Alliance activities and other international agreements.	2021–2027	Rector's Council, academic units	<ul style="list-style-type: none"> At least 10 cases each year for involvement in strategy, international documents and legislation drafting groups and discussions. 	
		5.4.3.2. Engage in the development of important international, national, regional strategies, projects and provide recommendations on education, economic, social, political, human rights, climate change, etc. issues.				

	5.4.4. Create Kaunas University area to increase study options.	5.4.4.1. Initiate and strengthen cooperation between Kaunas universities in order to increase students' study options.	2021–2027	Study Department, Marketing and Communication Department, academic units	<ul style="list-style-type: none"> Students of Kaunas universities who have chosen VMU course: at least 1 percent of the total number of VMU students. 	
		5.4.4.2. Prepare the Kaunas University Zone program in cooperation with other universities.				
	5.4.5. Strengthen socially responsible partnerships and cooperation with various societal groups and local communities, the non-governmental sector.	5.4.5.1. Organize and conduct discussions with the state, municipal, business, cultural, artistic, educational communities, associations and non-governmental organizations on topics relevant to the development of the country, to participate in the activities of advisory bodies.	2021–2027	Academic and non-academic units of the University	<ul style="list-style-type: none"> At least 5 discussions, joint projects each year. 	
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.	5.5.1.1. Organize events of national and international significance on relevant topics of education, culture, state and society.	2021–2027	Marketing and Communication Department, academic and non-academic units		
	5.5.2. Strengthen the role of the University in the cultural life of	5.5.2.1. Implement the plan of international events of VMU as one of the main	2021–2022			

	Kaunas, Lithuania and Europe by initiating new projects and contributing to the implementation of existing projects	partners of Kaunas European Capital of Culture 2022.				
		5.5.2.2. Initiate, organize or contribute to the implementation of long-term cultural and artistic projects that continue the deep cultural traditions of the city and meet today's cultural ambitions.	2021–2027	Marketing and Communication Department, academic and non-academic units		