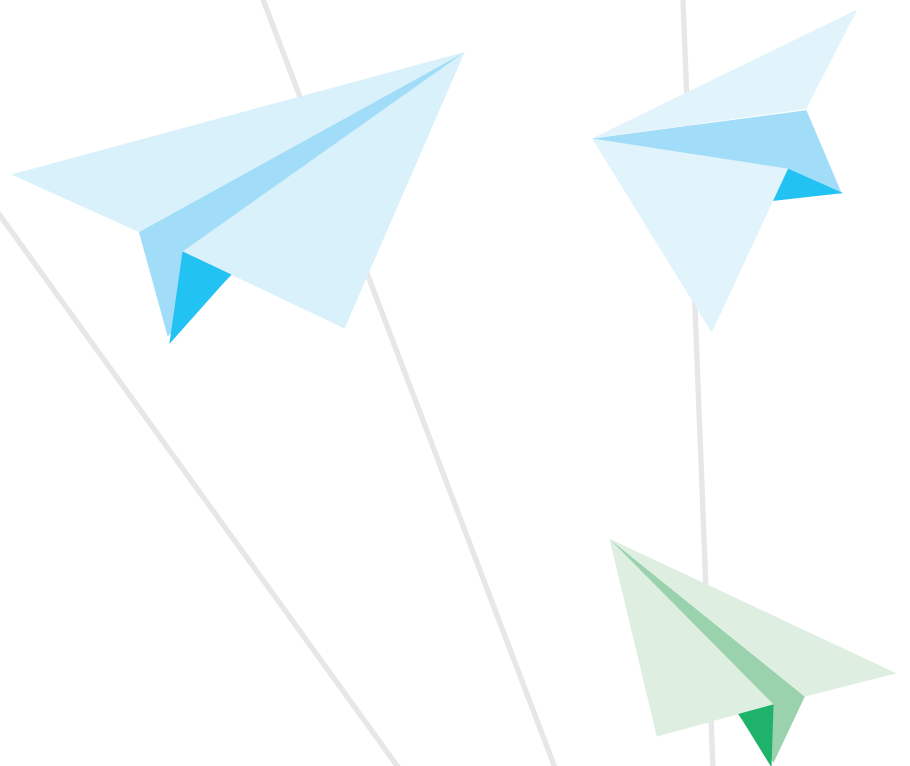




VILNIAUS | UNIVERSITY OF
KOLEGIJA | APPLIED SCIENCES

STRATEGY 2021–2025



Strengths:

Leadership in the national ranking of higher education institutions

A big variety of study programmes relevant to the labour market

Extensive network of national and international partners

Effective project activities

Good employment prospects for graduates

Suitable conditions for students' self-expression

Aspects to be improved:

Student dropout

International studies

Performance of outsourcing activities

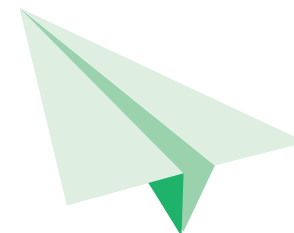


VILNIAUS
KOLEGIJA | UNIVERSITY OF
APPLIED SCIENCES

CREATING /
CHANGING /
DEVELOPING

IN HARMONY

with SELF
and OTHERS



IN
HARMONY
with SELF and
OTHERS

VISION

**AN INNOVATIVE
AND INTERNATIONAL
HIGHER EDUCATION
INSTITUTION,
actively involved**

**in building
a socially responsible
society**

IN
HARMONY
with SELF and
OTHERS

MISSION

Through the efforts of our socially responsible academic community to provide modern higher education studies in line with European standards,
to ensure the development of nationally and internationally recognised applied research and professional art in effective cooperation in practical areas
in pursuit of successful professional careers for our students and welfare for the Vilnius region and the Lithuanian state.

Challenges and opportunities of the European Higher Education Area

Global problems of society development

Country and regional needs

20 years of University experience

International-level studies and lifelong learning

Applied research, experimental development and professional art based on actual needs

Effective impact on the country and region

A socially responsible and creative community

SOCIAL RESPONSIBILITY

STRATEGIC PARTNERSHIP

DIGITALISATION

INTERNATIONALISATION

OPENNESS

SOCIAL ORIENTATION

INNOVATION

PROFESSIONALISM

VALUES



STRATEGY 2021–2025

STRATEGIC GOALS AND OBJECTIVES

IN
HARMONY
with SELF and
OTHERS

- 1 CARRY OUT** professional higher education studies and lifelong learning/teaching that meet the needs of the Lithuanian and international labour market
- 2 DEVELOP** applied research, experimental development and influential professional art that is relevant to the world of work
- 3 STRENGTHEN** the effectiveness of the impact on the country and region
- 4 BUILD UP** an organisational culture focused on the collaboration of community members and social responsibility within the community

STRATEGIC GOALS
and OBJECTIVES

1

CARRY OUT

professional
higher education
studies and lifelong
learning/teaching
that meet the needs
of the Lithuanian
and international
labour market

- **DEVELOP AND IMPROVE** competitive professional higher education study programmes focused on social responsibility
- **ENSURE** the sustainability of the number of students
- **IMPROVE** the student-centred study process
- **IMPROVE** the internal study quality assurance system
 - **ENSURE** the internationalisation of studies
 - **DEVELOP** lifelong learning activities
 - **CREATE** a modern study environment

STRATEGIC GOALS
and OBJECTIVES

2

DEVELOP
applied research,
experimental
development
and influential
professional art that
is relevant to the
world of work

- **STRENGTHEN** social responsibility and innovation-oriented strategic partnerships in R&D, professional arts and project activities
- **IMPROVE** teachers' research competencies
- **EFFECTIVELY PUBLICISE** the results of R&D, professional art and project activities
- **INVOLVE** students in R&D, professional art and project activities
- **ENSURE** resources for R&D and professional arts activities

STRATEGIC GOALS
and OBJECTIVES

3

STRENGTHEN

the effectiveness
of the impact on
the country and
region

- **STRENGTHEN** the strategic partnership focused on social responsibility and innovation in addressing national and regional challenges
- **ANALYSE** the needs of the country and region, and carry out socially responsible R&D, professional art and project activities
- **PROMOTE** the volunteering activities of community members
- **PARTICIPATE** in activities aimed at reducing the exclusion of vulnerable social groups and increasing their inclusion

STRATEGIC GOALS
and OBJECTIVES

4

BUILD UP

**an organisational
culture focused on
the collaboration
of community
members and
social responsibility
within the
community**

- **ENSURE** the sustainability of the University's staff
- **STRENGTHEN** the efficiency of the University's self-governance
- **IMPROVE** the competencies of community members
- **DEVELOP** a multicultural environment
 - **CREATE** an environment that is favourable for the self-expression of community members
 - **IMPROVE** the system of incentives for community members
 - **STRENGTHEN** internal and external communication

IN
HARMONY
with SELF and
OTHERS

STRATEGIC POLICY

STRATEGIC INDICATORS

AND THEIR VALUES

POLICY International-level studies and lifelong
NO. 1. learning

POLICY Applied research, experimental development
NO. 2. and professional art based on actual needs

POLICY Effective impact on the country
NO. 3. and region

POLICY Socially responsible and creative
NO. 4. community

STRATEGIC
INDICATORS
and their
VALUES

**POLICY
NO. 1.**

**International-
level studies
and lifelong
learning**

Percentage share of study fields
accredited for the maximum
term out of all study fields
available at the University

80%

Percentage share of students in
the University out of the total
number of students studying
in Lithuanian state colleges
(universities of applied sciences)

20%

Percentage share of students
who completed the field and
cycle studies on time

65%

Percentage share of foreign
students who study the entire
study programme out of the
total number of students
of the University

2,5%

IN
HARMONY
with SELF and
OTHERS



VILNIAUS
KOLEGIJA | UNIVERSITY OF
APPLIED SCIENCES

STRATEGIC
INDICATORS
and their
VALUES

**POLICY
NO. 1.**

**International-
level studies
and lifelong
learning**

Percentage share of international students who have come to study here through exchange programmes out of the total number of students of the University

3%

Percentage share of outgoing students out of the total number of students of the University

5%

Percentage share of funds to provide the necessary resources for the study process, out of the total expenses of the University

at least
80%
of total costs

Percentage share of revenue from the implementation of informal education programmes for children and adults out of the revenue from R&D and art activities

20%

IN
HARMONY
with SELF and
OTHERS

STRATEGIC
INDICATORS
and their
VALUES

**POLICY
NO. 2.**

**Applied
research,
experimental
development
and professional
art based on
actual needs**

Percentage share of revenue
from orders of companies/
organisations, R&D and art
activities out of the total
budget of the University

6%

Percentage share of
expenditure on R&D and
art activities out of the total
expenditure of the University

6%

Percentage share of revenue
from strategic R&D and art
partnerships out of the total
revenue from R&D and art
activities

50%

IN
HARMONY
with SELF and
OTHERS



VILNIAUS
KOLEGIJA | UNIVERSITY OF
APPLIED SCIENCES

STRATEGINIAI
RODIKLIAI
ir jų
REIKŠMĖS

POLICY NO. 3.

**Effective
impact on
the country
and region**

Percentage share of
graduates working in
0–3 major groups of the
Lithuanian Classification of
Occupations 12 months after
graduation

80%

Percentage share of revenue
from consultations for
companies, organisations,
associations, etc. out of total
revenue from R&D and art
activities

5%

Number of voluntary
services

Each department
provides at least
3 services per
academic year

IN
HARMONY
with SELF and
OTHERS



VILNIAUS
KOLEGIJA | UNIVERSITY OF
APPLIED SCIENCES

STRATEGIC
INDICATORS
and their
VALUES

**POLICY
NO. 4.**

**Socially
responsible
and creative
community**

Percentage share of
academic staff with a
scientific degree out of the
total academic staff **20%**

Percentage share of
lecturers and staff who have
participated in international
programmes out of the total
staff of the University **50 %**
of the lecturers,
15 %
of other staff

Percentage share of
funds allocated for the
development of staff
competencies out of the
operating income of the
University **1,9%**

IN
HARMONY
with SELF and
OTHERS

STRATEGIC
INDICATORS
and their
VALUES

**POLICY
NO. 4.**

**Socially
responsible
and creative
community**

Percentage share of funds allocated for students' academic, financial, social, psychological and personal support out of the state budget allocations to the University

7%

The ratio between the average monthly salary (AMS) of a University's lecturer and the AMS of Lithuania

140%

The ratio between the average monthly salary (AMS) of a University's employee and the AMS of Lithuania

110%

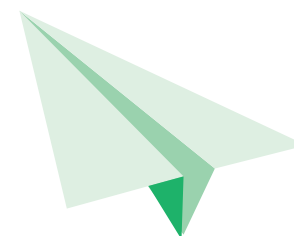
IN
HARMONY
with SELF and
OTHERS



VILNIAUS
KOLEGIJA | UNIVERSITY OF
APPLIED SCIENCES



VILNIAUS KOLEGIJA | UNIVERSITY OF APPLIED SCIENCES



CREATING /
CHANGING /
DEVELOPING

IN HARMONY

with SELF
and OTHERS