



VILNIUS UNIVERSITY OF APPLIED SCIENCES
ANNUAL ACTIVITY REPORT
OF 2021
(SELF-ASSESSMENT)

VILNIUS, 2022

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Monitoring and self-assessment of the activities of Vilnius University of Applied Sciences (hereinafter – Vilnius UAS) as a part of quality assurance at Vilnius UAS has been carried out in accordance with the Internal Quality Assessment Procedure of Vilnius UAS. The main results of the monitoring and self-assessment of activities are presented in the annual activity report of Vilnius UAS, which is prepared in accordance with:

Self-assessments of faculties,
the Study Service,
the Research Department,
the International Relations and Project Services,
the Career Centre,
the Public Relations Department,
the Information Technology Centre,
the Student Representation,
the Human Resource Department,
the Property Maintenance Services,
the Public Procurement Department,
the Finance and Accounting Department,
data of the Simulith Centre and
self-assessment of student self-expression groups.

Abbreviations used in the report:

HEI	Higher Education Institution
ATF	Faculty of Agrotechnology
EIF	Faculty of Electronics and Informatics
ECF	Faculty of Economics
IT	Information technology
ITC	Information Technology Centre
CMIS	Career Management Information System
ACTF	Faculty of Arts and Creative Technologies
PDF	Faculty of Pedagogy
SKVC	Centre for Quality Assessment in Higher Education
HCF	Faculty of Health Care
STRATA	Government Strategic Analysis Centre
<i>Strategy 2021-2025</i>	Strategy of Vilnius University of Applied Sciences for 2021-2025
<i>Action plan for the implementation of the Strategy 2021-2025</i>	Action Plan for the Implementation of the Strategy of Vilnius University of Applied Sciences for 2021-2025
ESSM	Ministry of Education, Science and Sport of the Republic of Lithuania
ES	Employment Service
NME	National matura exam
SF place	State-funded study place
VIKOSA	Student Representation
Vilnius UAS	Vilnius University of Applied Sciences
VLE	Virtual learning environments
NSF place	Non-state-funded study place
BMF	Faculty of Business Management

1. WE CHANGE OURSELVES AND OTHERS SUSTAINABLY

Creating a targeted distinctiveness of Vilnius University of Applied Sciences

The recent challenging times have highlighted the multidimensional dimensions of the building of purposeful distinctiveness of the Vilnius University of Applied Sciences and social responsibility in Vilnius UAS activities.

The implementation of Vilnius UAS Strategic Guidelines for 2021-2025 consistently pursues the mission of the organisation. In detailing and identifying the most important aspects of the activities of the Vilnius University of Applied Sciences in 2021, it should be noted that:

- ▶ The aim is to achieve the highest quality of professional bachelor's studies at Vilnius UAS (strengthening the academic competences of the community, involving a large number of trainee teachers, consultants, partners and experts in the study process, developing distance learning, quality assurance mechanisms, establishing a mentoring programme for early career lecturers, and improving lifelong learning opportunities);
- ▶ Strengthening the targeted activities of applied research, experimental activities and professional art (activating Vilnius UAS research groups, promotion of the development of outsourced research, development of researchers' competences, etc., participation of lecturers in conferences on research activities and dissemination of project results, presentations at international and republican conferences organised abroad and in Lithuania, publication of joint articles with other institutions, participation in professional art events to improve the competences of lecturers, etc.). These activities are becoming systematic, planned and generating revenue;
- ▶ Development and strengthening of Vilnius UAS internationality (continued institutional membership in international organisations and associations, active participation in international projects, stability of the number of international students, increasing the number of study programmes taught in English and the number of international students studying in these study programmes, etc.);
- ▶ Strategic partnerships of Vilnius UAS are being developed in a targeted way, identifying the interactions and cooperation between study, research, academic and social partners;
- ▶ Sustainable management of financial resources of Vilnius UAS;
- ▶ Strengthening internal and external communication of Vilnius UAS (analysis of the current situation, development of a communication process and channel management scheme, creation of a communication monitoring and implementation team);
- ▶ The social responsibility of Vilnius UAS to the society and to the United Nations Global Compact is consistently developed through the presentation of reports.

2. VISION, MISSION AND STRATEGIC GOALS OF VILNIUS UNIVERSITY OF APPLIED SCIENCES

Vision

An innovative and international higher education institution, an active participant in building a socially responsible society.

Mission

To ensure modern higher education studies, nationally and internationally recognised applied research and professional arts, in line with European standards, through the efforts of a socially responsible academic community, in effective cooperation with the business world, in order to achieve a successful professional career for students and the prosperity of the Vilnius region and the state of Lithuania.

Strategic objectives

1. To provide professional higher education studies and lifelong learning that meet the needs of the Lithuanian and international labour market.
2. To develop applied research, experimental development and impactful professional arts relevant to the world of work.
3. To strengthen the effectiveness of impact on the country and the region.
4. To develop an organisational culture focused on community mobilisation and socially responsible community spirit.

3. ASSESSMENT OF ACTIVITIES OF VILNIUS UAS

3.1 Ranking of Lithuanian colleges

According to the data of the analytical journal of education and higher education "Reitingai" (English: Ratings), in 2021, Vilnius UAS remained the leader among Lithuanian state universities of applied sciences (Table 1). The strengths established over 20 years of activities have helped Vilnius UAS to renew itself by implementing changes that are inevitable in order to provide modern studies and to create a socially responsible community and society.

Table 1. Ranking of state universities of applied sciences according to the magazine "Reitingai"

Name of the University of Applied Sciences	Year / Ranking					Total sum of all indicators (in points) in 2021
	2021	2020	2019	2018	2017	
Vilnius University of Applied Sciences	1	1	1	1	1	71.96
Kaunas University of Applied Engineering Sciences	2	4	2	3	4	71.15
Lithuanian Maritime Academy	3	3	4	4-5	3	71.04
Kaunas University of Applied Sciences	4	2	3	2	2	67.25
Šiauliai State University of Applied Sciences	5	7	9	6	7-8	64.43
Vilnius College of Technology and Design	6	8	5	4-5	5	61.47
Klaipėda State University of Applied Sciences	7	6	7	8	9-10	57.14
Utena University of Applied Sciences	8	5	6	11	7-8	56.99
Panevėžys University of Applied Sciences	9	9	8	10	9-10	56.8
Alytus University of Applied Sciences	10	12	11	7	6	56.77
Marijampolė University of Applied Sciences	11	11	12	12	12	54.68
Kaunas Forestry and Environmental Engineering University of Applied Sciences	12	10	10	9	11	50.42

In 2021, universities of applied sciences were assessed according to 4 criteria, waiving the criterion "Students' attitudes towards their university" (due to the entry into force of the General Data Protection Regulation, sociologists could not contact HEI students directly (without intermediaries), so student opinion surveys were not carried out) (Table 2).

Table 2. Assessment of Vilnius UAS according to the magazine "Reitingai"

Assessment criteria	Number of points (maximum number of points)			Position in the ranking		
	2021	2020	2019	2021	2020	2019
Students and studies	29.63 (35)	36.69 (30)	29.4 (35)	3	1	1
Alumni added value and employers' assessment	32.87 (35)	23.76 (30)	24.6 (34)	1	1	3

Academic staff and the well-being of study facilities of Vilnius UAS	4.24 (15)	4.68 (10)	6.0 (10)	2	2	5
Competition in the international study area	5.22 (15)	5.19 (14)	5.0 (15)	5	5	7
Student attitudes towards their university	-	4.62 (6)	4.7 (6)	-	12	8
Total points / ranking	71.96 (100)	74.94 (100)	69.62 (100)	1	1	1

3.2 Ranking of the fields of study of universities of applied sciences

In December 2021, the magazine "Reitingai" presented 51 assessments of the training of professionals in 51 college fields of study, where, as in the previous year, Vilnius UAS is in the lead in more than a third, i.e. in 18, of all the professional bachelor's fields of study that were evaluated (Table 3).

The ranking of the fields of study has been organised since 2014, and Vilnius UAS has not lost its leading position since then. The assessment parameters have remained the same for both universities of applied sciences and other universities, but the results are incomparable because the mission of universities of applied sciences and universities is different: universities of applied sciences focus on practical training, while universities are based on fundamental research.

Table 3. Ranking of the study fields of Vilnius UAS according to the "Reitingai" magazine

Seq. No.	Field of study	Place in the field ranking (number of universities of applied sciences assessed according to the field)					STRATA: Employment rate of alumni having graduated in in the field of study 12 months after graduation, %.
		2022	2021	2020	2019	2018	
1.	Environmental Engineering	1 (3)	1 (3)	1 (3)	1 (5)	1 (5)	50
2.	Economics	1 (2)	1 (2)	1 (2)	1 (3)	1 (2)	83
3.	Finance	1 (6)	1 (5)	1 (6)	2 (7)	2 (7)	84
4.	Chemistry	1 (1)	1 (1)	1 (1)	1 (1)	1 (1)	100
5.	Information Systems	1 (4)	2 (4)	1 (4)	1 (4)	2 (4)	74
6.	Communication	1 (4)	2 (4)	2 (4)	2 (4)	3 (5)	n.d.
7.	Cosmetology	1 (9)	1 (9)	1 (8)	1 (9)	1 (8)	63
8.	Food Technology	1 (6)	1 (5)	1 (6)	1 (6)	1 (7)	76
9.	Music	1 (1)	1 (1)	1 (1)	1 (1)	1 (1)	100
10.	Pedagogy	1 (5)	1 (5)	1 (4)	1 (6)	1 (6)	89
11.	Polymer and Textile Technology	1 (2)	2 (3)	1 (3)	2 (2)	1 (2)	100
12.	Application Systems	1 (4)	1 (4)	1 (4)	1 (2)	1 (2)	85
13.	Rehabilitation	1 (7)	1 (7)	1 (7)	1 (6)	2 (6)	72
14.	Marketing	1 (4)	1 (4)	1 (3)	1 (4)	1 (4)	75
15.	Nursing and Midwifery	1 (8)	1 (7)	2 (7)	1 (7)	1 (7)	89
16.	Management	1 (11)	1 (11)	1 (9)	1 (11)	1 (13)	73
17.	Business	1 (12)	1 (12)	1 (10)	2 (14)	1 (15)	73
18.	Translation	1 (2)	2 (2)	2 (2)	2 (2)	2 (2)	100
19.	Veterinary	1 (1)	1 (1)	1 (1)	1 (1)	1 (1)	83
20.	Accounting	2 (8)	1 (8)	1 (9)	2 (10)	1 (12)	82
21.	Electronic Engineering	2 (7)	3 (8)	2 (8)	1-2 (8)	2 (8)	91

22.	Nutrition	2 (3)	1 (3)	1 (3)	1 (3)	1 (3)	100
23.	Social Work	2 (9)	2 (9)	2 (9)	2 (9)	2 (9)	100
24.	Theatre	2 (2)	1 (2)	1 (2)	1 (2)	1 (2)	n.d.
25.	Agriculture	2 (4)	2 (3)	2 (3)	1 (5)	2 (6)	63
26.	Medical Technologies	3 (4)	1 (3)	2 (3)	2 (3)	1 (4)	84
27.	Design	4 (6)	4 (5)	4 (4)	4 (5)	4 (5)	57

N - not rated, n.d. - no data.

4. IMPLEMENTING PROFESSIONAL HIGHER EDUCATION STUDIES AND LIFELONG LEARNING THAT MEET THE NEEDS OF THE LITHUANIAN AND INTERNATIONAL LABOUR MARKET (STRATEGIC OBJECTIVE 1)

4.1. Developing and improving competitive, socially responsible professional higher education study programmes.

Quality monitoring system for of the fields of study

In accordance with the Order No V-318 of 26 October 2021 of the Director of the National Audit Office, Vilnius UAS has 27 fields of study with 41 study programmes (Annex 1).

The quality of Vilnius UAS fields of study is ensured through internal quality monitoring - the continuous monitoring and evaluation of studies, which ensures that the implementation of the fields of study complies with the quality requirements and promptly responds to the observed shortcomings and the relevant context. In accordance with the report on indicators for the annual monitoring of the fields of study prepared by the SKVC (the external quality assurance and publicity tool provided for in the description of the procedures, fields of assessment and indicators for the external evaluation and accreditation of studies approved by Order No. V-835 of the Ministry of Education, Science and Sport of 17 July 2019), Vilnius UAS carries out the internal monitoring of the quality of the fields of study. The procedures and responsible entities for the quality assurance of the field of study are regulated in the Description of the Procedures for the Internal Quality Assurance of Fields of Study of Vilnius UAS (published by Order No. V-349 of the Rector of Vilnius UAS of 20 November 2020). In accordance with this legal act, at the end of the current academic year, based on the annual quality monitoring reports of the study fields prepared by the Departments, opinions and suggestions of Study Programme Committees and social partners, Study Field Committees discuss and approve the summarised findings of the annual quality monitoring of the study field and the recommendations for the improvement of the study field at their meetings. These findings are then presented to Faculty Councils at the end of each academic year.

The aim of the annual report on the quality monitoring indicators of the fields of study is to record the data on the monitoring indicators of the fields of study of Vilnius UAS, to analyse the deviations of the indicators and to identify the reasons for significant deviations. The annual monitoring report on the quality of study fields contains data obtained from the SKVC, the Education Management Information System, Registers of Teachers and Students, and the reports of departments and teachers of Vilnius UAS. Annual monitoring reports on the quality indicators of fields of study are prepared by analysing the following indicators:

1. The number of students enrolled and studying in the field and cycle study in the last 3 years.
2. The minimum admission competition score for students admitted to undergraduate and postgraduate programmes in the field of study who have signed a study contract, except for students exempted from all matriculation examinations due to illness.
3. Percentage of students enrolled and dropped out in the first year of their studies (%) in the last 3 years.
4. Share of students having completed their field and cycle studies on time.
5. Share of students having left for part-time studies (15 study credits at the least) out of the total number of students enrolled in the field of study in the last 3 years.
6. Share of the total number of teaching staff in the field of study having left to teach or conduct research in foreign research and study institutions in the last 3 years.

7. Share of graduates of a field of study having found employment in 1-3 (professional bachelors, bachelors) or 1-2 (masters, graduates of professional studies) of the main groups of the Lithuanian Classification of Occupations in the 12 months after graduation, as well as self-employed, out of the total number of graduates who have completed the field and cycle studies and who will not continue their studies.

Information on the field of study is considered in the context of all the indicators of the annual monitoring of the fields of study, focusing on those positive or negative changes in the indicators that exceed the 30% threshold.

The quality monitoring system for study fields, which is in place at Vilnius UAS, allows not only to monitor and analyse the changes in the indicators for monitoring the quality of study fields, but also to plan preventive steps to achieve quality studies at higher education institutions.

Accreditation of fields of study

The external evaluation and accreditation of study fields is carried out in accordance with the Procedures for the External Evaluation and Accreditation of Studies (2019), according to which all the study fields carried out by Vilnius UAS are considered accredited before starting the external evaluation of study fields.

According to the External Evaluation Plan 2020-2025 (2019), the following fields of study were evaluated externally in the 2020 – 2021 academic year: Nutrition, Music, Marketing, Theatre, Environmental Engineering, Medical Technology, Translation and Business. The experts' conclusions were presented and the study fields of Nutrition, Music, Theatre and Marketing were accredited for the maximum period of 7 years (<https://www.viko.lt/kolegija/kokybes-uztikrinimas/isorinis-studiju-krypciu-vertinimas-ir-akreditavimas/>). This represents 100% of the number of the fields of study of Vilnius UAS accredited in accordance with the new procedure.

Short study programmes

In the 2020-2021 academic year, the Ministry of Education, Science and Sport updated and approved legal acts regulating the implementation of short-term studies: the Description of Study Cycles was amended by Order No. V-1569 of the ESSM of 14 October 2020, the List of Awarded Qualifications and Study Fields which Can Carry Out Short Study Programmes was approved by Order No. V-1065 of the ESSM of 14 July 2020 and supplemented by Order No. V-836 of the ESSM of the Republic of Lithuania of 21 May 2021; the Description of General Requirements for Conducting Studies was updated by Order No. V-2069 of the ESSM of 15 November 2021 to include the requirements for short study programmes.

In the 2020-2021 academic year, the faculties of Vilnius UAS started discussions with social partners on the need for, and the possibilities of, training specialists at this level.

Entrepreneurship and social responsibility education included in study programmes

A Report on Social Responsibility and Sustainable Development of Vilnius UAS has been provided as a separate document.

In the implementation of *the Strategy 2021-2025*, entrepreneurship and social responsibility education will be included in all study programmes of Vilnius UAS by 2025.

Currently, entrepreneurship is taught in all study programmes of the EIF, the BMF, the ECF, the SPF, and some study programmes of other faculties. The plan is for the study programmes to offer not only compulsory subjects that develop entrepreneurial mindsets and skills, but also electives (e.g. Entrepreneurship). Some of the lectures are given by guest lecturers from the business world, and the study

process involves active educational methods, i.e. practical/experiential activities (visits to business enterprises, internships in business enterprises and simulation companies, modelling/simulating the activities of enterprises using computer-based business modelling/simulation software), teamwork and interdisciplinary application of knowledge in the preparation of projects.

Digital business simulation and modelling software is used in the study process. For example, EIF uses NI Multisim for simulation of electronic circuits, Atmel Studio and MPLAB - for simulation of microcontrollers, Cisco Packet Tracer - for simulation of computer network operation, and Mach3 and SOLIDWORKS - for simulation of CNC machine work. The BMF uses the Sim Venture business simulation programme and the ECF uses the KTU application software "Kietas riešutas" (English: Tough Nut) for the simulation of company activities. The Faculty also uses the Microsoft Project software, and computer accounting and business management programmes.

Vilnius UAS has companies, laboratories and centres dedicated to entrepreneurship development. The EIF has a technology centre in place. The HCF has cosmetology laboratories, where clients are served through internships providing facial and body care services in real conditions. The ATF has a Veterinary Clinic and a VikoFlora Ornamental Plant and Planting Centre, where students undertake internships in a real business environment. There are two science workshops at the BMF: "Miglė" and "Vilionė", where students of the International Business and Tourism Management study programmes perform practical simulation tasks. The Faculty has a food preparation laboratory, a training website, a hospitality laboratory and an advertising studio. The equipment and graphic design programmes in the advertising studio allow students to create advertisements, videos and to produce high-quality voice-overs of visual material. The advertising studio is supervised by the Department of Advertising and Communication. It has a Creativity Lab and a Sustainable Innovation Lab. The ECF has simulation companies - IB VIKO BANKAS and IB VIKO DRAUDA. Activities conducted here contribute to the promotion of entrepreneurship. IB VIKO DRAUDA students are trained and encouraged to engage in the business of selling insurance services, and to work independently under individual activity certificates.

Table 1 in Annex 2 provides information of Faculties on how sustainable development topics have been included in the descriptions of study subjects, and the coverage of sustainable development topics in the social (cultural), economic, and environmental fields.

Final theses commissioned by companies

100 final theses were commissioned by companies and institutions, accounting for 6.96% of the total number of the final theses written. Compared to 2020, the share of commissioned theses increased by 1.26 percentage points (compared to 85 commissioned theses in 2020, or 5.7% of all theses) (Annex 2, Table 2).

Number of entrants having passed at least one NME with a score of 86-100

In 2021, 469 students who passed at least one NME with a score of 86-100 enrolled in Vilnius UAS. This represented 25% of the total number of students admitted in the general admission (1836 students). An analysis of the NME results of the students admitted in 2021 shows that the most students with NME scores in the 86-100 range were admitted to the Chemical Analysis study programme, accounting for 60% of the total number of admissions to the field studies, and the Popular Music study programme, which accounted for 41%; the number of students admitted to the Biomedical Diagnostics, Accounting, Finance, Hygienic and Decorative Cosmetology, Information Systems, Musical Theatre, Programme Systems and Radiology study programmes exceeded 30% each. The breakdown of students who passed at least one of the NME in the range of 86-100 by field of study and by study programme is presented in Table 5 in Annex

5. Students with such NME results were admitted to all study programmes for which admission was open in 2021, except for the Fashion Design study programme.

Study programmes in a foreign language/ prepared study programmes

Eight (20% of the total number of study programmes) study programmes in English have been developed at Vilnius UAS in the 2020-2021 academic year, including Banking, Management of Cultural Activities, Creativity and Business Innovation, Programme Systems, International Business, Tourism Management, Business Economics, and Hotel and Restaurant Business. Three of them - Banking, Cultural Activity Management and Business Economics - did not have any students enrolled in the full study programme in the 2020-2021 academic year.

Double degree study programmes

Vilnius UAS offers a double degree programme in the International Business study programme with partners - the Business School of Seinäjoki University of Applied Sciences (SeAMK), Finland and the International Business College Mitrovica (IBC-M), Kosovo.

On 15 April 2021, the EIF signed an inter-institutional double degree agreement with the International Business College Mitrovica (IBC-M) in Kosovo, whereby the professional bachelor's double degree programme will become a part of the study programmes of both schools - the Programme of Studies in Software Systems at the Faculty of Electronics and Informatics of Vilnius University of Applied Sciences and the Applied Informatics Study Programme at the International Business College Mitrovica. Students from Mitrovica International Business College in Kosovo are expected to arrive in the autumn semester 2022.

Remote study programmes delivered/developed in a foreign language

In 2020-2021, Vilnius UAS launched distance learning modules of the International Business study programme in English. Five modules of this study programme were developed and certified. Students started studying the developed distance learning modules on 1 September 2021.

Employers' feedback on students' career readiness

The annual survey of employers in various sectors of activity published by the magazine "Reitingai" assessing the labour market readiness of university and college graduates shows that Vilnius UAS was ranked as the best among state universities of applied sciences in terms of employers' assessment and the added value created by alumni in 2021. It ranked 1st in 2020 - 32.87 (out of a possible 34), 1st in 2020 - 23.76 (out of 30), 3rd in 2019 - 24.6 (out of 34), 1st in 2018 - 16.1 (out of 25) and 1st in 2017 - 16.87 (out of 25).

Every year, Faculties of Vilnius UAS conduct surveys of students' career readiness, surveying representatives of employers who supervise internships. Students' knowledge and professional competences are assessed, and recommendations are made on areas for improvement. Based on employers' assessments, updates to study programmes are initiated according to labour market needs.

Percentage of Vilnius UAS graduates in high-skilled jobs (0-3 in major Lithuanian occupational groups) 12 months after graduation (Annex 3, Table 1)

According to the Report on Indicators for Monitoring Study Fields provided by the SKVC, 51.21% of graduates found employment in the main groups of the Lithuanian occupational classification 0-3 12 months after graduation was in 2017, 51.39% - in 2018, 53.21% - in 2019 and 54.34% in 2020.

According to STRATA data, the following were the percentage shares of Vilnius UAS graduates continuing their studies in other HEIs and working: 3.3% (6 months after graduation) and 4% (after 12

months after graduation) - in 2016-2017; 4.1% and 5.1% - in 2017-2018; 4.2% and 4.8% - in 2018-2019; 4.1% and 5.0% - in 2019-2020, and 4.7% and 3.2% - in 2020-2021, respectively.

According to the data of CMIS, more than a half of the graduates were employed as at the day of graduation: 59.12% in 2017, 58.99% in 2018, 62.73% in 2019, 58.80% in 2020, and 63.64% in 2021.

Employability of graduates by study programme

According to the data of the ES under the Ministry of Social Security and Labour of the Republic of Lithuania, which is recorded once a year (on 1 June), the majority of graduates of Vilnius UAS are successfully employed and do not register with the ES: 96.88% in 2017, 94.19 % in 2018, 95.98% in 2019, 88.89% in 2020 and 96.82% of graduates in 2021 did not apply to the Employment Service (Annex 3, Table 2).

According to surveys of graduates conducted by Departments, around 80% of graduates indicated that they found employment in line with the completed study programme.

4.2. Ensuring sustainability of the number of students

Student enrolment

1 October 2021, there were 6 086 students studying at Vilnius UAS, i.e. 4.8% less than on 1 October 2020.

4 341 (71.33%) students studied in SF places (compared to 4 413 (69.03%) students in 2020). 1 745 studied in NSF places (compared to 1 980 students in 2020), there were 2 students (compared to 16 in 2020) receiving a study grant equal to the standard tuition fee.

64.43% of all students were female and 35.57% – male students.

Figure 1 illustrates the trend of change in the student number. Taking into account external causes, such as a decline in the number of pupils, emigration and choosing to study abroad, the total number of students at Vilnius UAS decreased slightly.

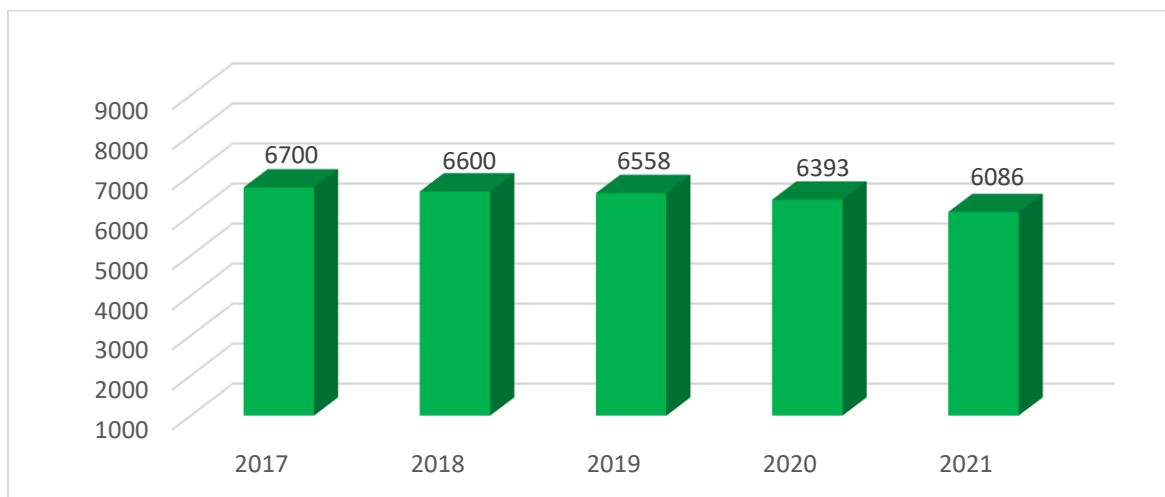


Figure 1: Number of students at Vilnius UAS in 2017 - 1 October 2021

Number of students by fields, programmes and study forms

As of 1 October 2021, the majority of Vilnius UAS students, i.e. 17.43% (1 061 students), studied Business (L01) study programmes, with the Nursing and Midwifery (G08) study programme ranking second

(10.66% (649 students)), the Pedagogy (M01) study programme ranking third with 8.99% (547 students), the Programme Systems (B03) study programme ranking fourth with 6.47% (394 students) and the Finance (L03) study programme ranking fifth with 6.38% (388 students) of all the students of Vilnius UAS. These five fields of study accounted for 50% of the total number of students at Vilnius UAS. The study programmes of Chemistry (C01) (0.35%, 21 students), Translation (N05) (0.43%, 26 students) and Food Technology (F06) (0.66%, 40 students) had the fewest students (Figure 2).

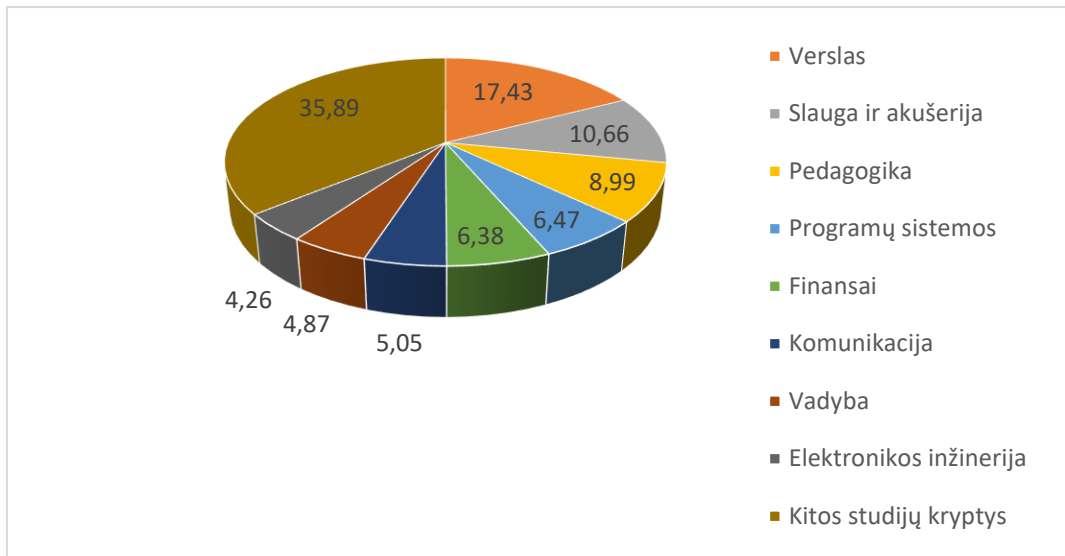


Figure 2: Proportion of study programmes students (%) by study field on 1 October 2021

Annex No 4 presents the number of students by study programmes and forms of study in 2017-2021.

Vilnius UAS offers full-time and part-time study programmes. As of 1 October 2021, 5 260 students (86.43% of all students) were studying full-time and 826 (13.57%) were studying part-time. Figure 3 illustrates the dynamics of the number of students by study form from 2017 till 1 October 2021.

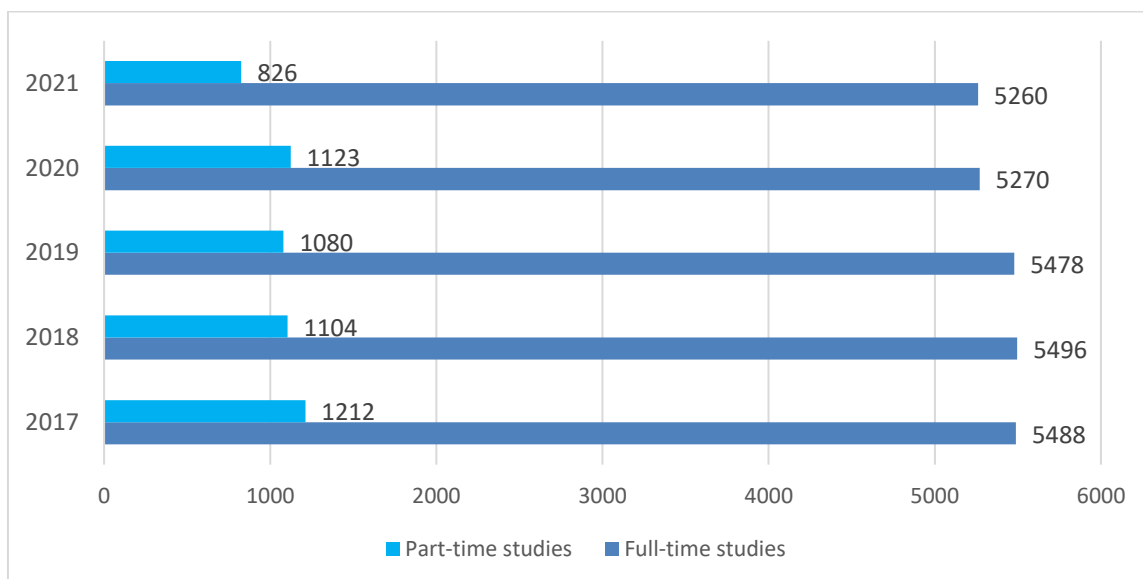


Figure 3: Number of students at Vilnius UAS by study form in 2017 - 1 October 2020

Part-time studies are available in 10 fields of study: Social Work (J04), Communication (J10), Marketing (L05), Pedagogy (M01), Food Technology (F06), Business (L01), Management (L02), Environmental Engineering (E03), Finance (L03) and Agriculture (I01).

Share of Vilnius UAS students in the total number of students studying at Lithuanian state universities of applied sciences

In 2021, the number of students studying in state **universities of applied sciences** in Lithuania accounted for 26.3% of the total number of students in Lithuania (according to the data of the Education Management Information System (ŠVIS) <http://svis.emokykla.lt/studijos-2/>, there were 24 312 students studying in state **universities of applied sciences** in the 2020-2021 academic year).

4.2.1. Admission of students

In 2021, general admission took place in 35 HEIs (16 universities - 11 public and 5 private, and 19 universities of applied sciences - 12 public and 7 private. In 2021, the ESSM approved 8 351 undergraduate and postgraduate SF places in the university sector (10 334 in 2020), and 4 252 (6 150 in 2020) SF places - in the sector of universities of applied sciences. More SF places have been allocated for university studies.

During the general admissions to HEI in 2021, applications and at least one preference were submitted by 26 442 matriculation certificate holders (30 282 in 2020). The minimum requirements set by the ESSM and the minimum admission competition score for a place in the Faculty of Arts or a study grant were met by 15 934 applicants (16 868 in 2020). During the two rounds of admission competitions, 18 769 applicants met the requirements and signed study contracts with the HEI (20 269 – in 2020).

Choice of study programmes

During the general admission process in 2021, 1 635 applicants who met entry requirements (1 893 - in 2020) indicated study programmes of Vilnius University of Applied Sciences as their first preference. 8 865 applicants (9 051 in 2020) chose Vilnius UAS study programmes throughout all preferences. There has been a decrease in the choice of Vilnius UAS study programmes for both the first and all preferences, which resulted in a decrease in the number of applicants to the study programmes. The choice of study programmes in 2021 is presented in Annex 5, Table 1.

A total of 8 190 college study contracts were concluded with entrants during the general admission process in 2021 (8 561 in 2020). Figure 4 illustrates the distribution of enrolments in universities of applied sciences in 2021.

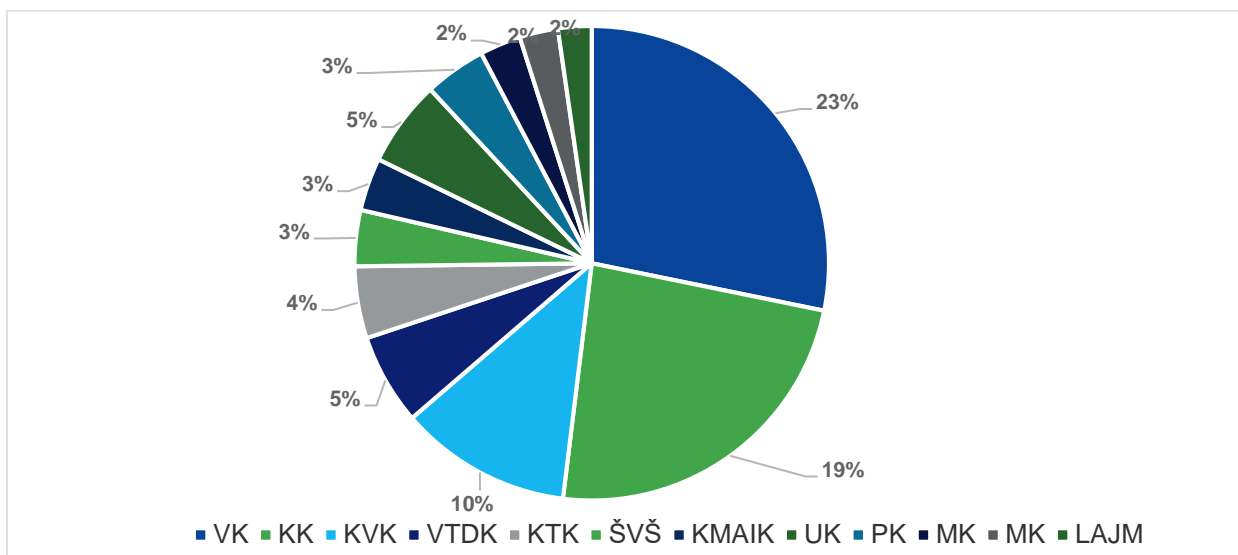


Figure 4: Distribution of the number of college study contracts concluded in universities of applied sciences

The distribution of enrolments in 2021 revealed that 23% of all college study contracts were signed with Vilnius University of Applied Sciences, 19% with Kaunas University of Applied Sciences, and 10% with Klaipėda State University of Applied Sciences. The remaining 48% of the contracts were signed with other public and private colleges.

Figure 5 illustrates the distribution of SF places according to the results of the general admissions.

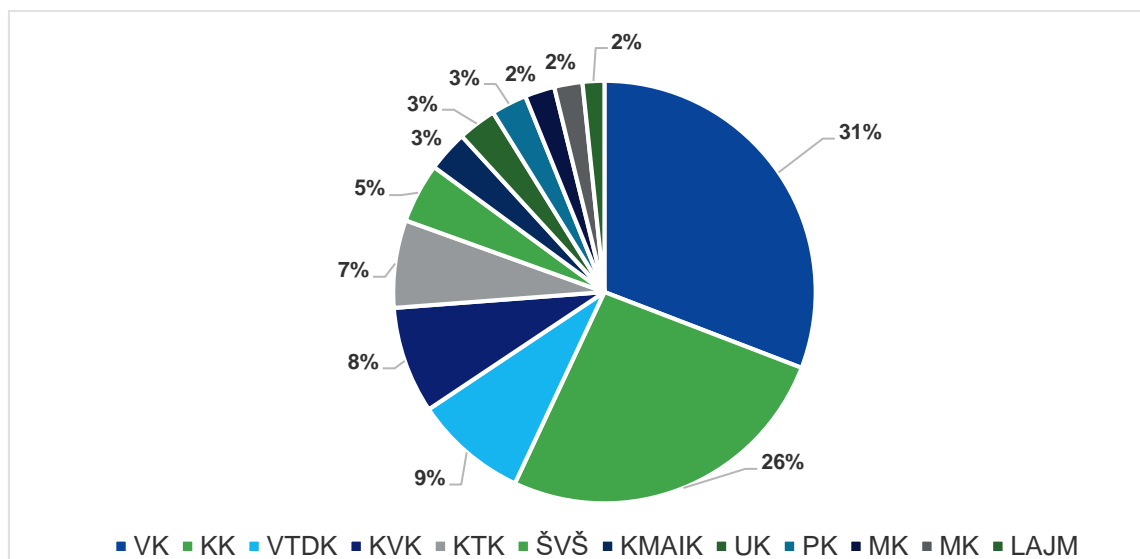


Figure 5: Distribution of general admissions to SF places in 2021 among state universities of applied sciences

In terms of the number of SF places available for college studies, Vilnius UAS ranks first with 31% of SF places, followed by Kaunas University of Applied Sciences with 26%, Vilnius College of Technology and Design with 9%, Klaipėda State University of Applied Sciences with 8%, Kaunas University of Applied

Engineering Sciences with 7%, and Šiauliai State University of Applied Sciences with 5%. Other universities of applied sciences took up 2-3% of funds.

Average competition grades of those admitted

The analysis of the average competition scores of admissions to Vilnius UAS by study fields revealed that the overall average competition score was the highest for admissions to Theatre, Music and Design fields of study, with an overall average competition score of 9.23, 8.15 and 7.03, respectively (Table 4).

Table 4. Average competition scores by field of study

Field of study	Average competition scores		
	SF	NSF	Total
B02 Information Systems	5.37	5.29	5.33
B03 Application Systems	5.81	5.61	5.71
C01 Chemistry	6.60	5.12	5.86
E03 Environmental Engineering	5.35	6.21	5.78
E09 Electronic Engineering	5.40	5.32	5.37
F02 Polymer and Textile Technology	5.49	-	5.49
F06 Food Technology	5.91	5.48	5.69
G06 Rehabilitation	6.52	6.08	6.30
G07 Nutrition	5.91	5.33	5.62
G08 Nursing and Midwifery	5.58	5.41	5.49
G09 Medical Technology	5.97	5.36	5.66
G10 Cosmetology	6.92	6.74	6.83
H01 Veterinary Medicine	6.34	6.09	6.22
I01 Agriculture	5.53	5.59	5.56
J01 Economics	5.75	5.50	5.52
J04 Social Work	6.49	5.47	5.99
J10 Communication	5.98	5.32	5.65
L01 Business	6.05	5.06	5.72
L02 Management	6.49	5.11	5.80
L03 Finance	6.08	5.02	5.55
L05 Marketing	5.89	5.12	5.51
M01 Pedagogy	6.88	6.40	6.64
N05 Translation	5.01	7.67	6.34
P02 Design	7.73	6.50	7.03
P03 Music	8.92	7.79	8.15
P04 Theatre	9.10	9.36	9.23
At Vilnius UAS:	6.02	5.33	5.67

Table 4 shows that the average competition score was higher than 6 for Rehabilitation, Cosmetology, Veterinary Medicine, Pedagogy and Translation Studies. For the other fields of study, the average competition score was above 5 points. According to the average competition scores of the enrolled

students, the majority of the enrolled students had high competition scores above the minimum score. The average competition score for all entrants to Vilnius UAS in 2021 was 5.67 (and 5.67 in 2020). Table 2 in Annex 5 of the report presents a detailed breakdown of the average competition scores by study field and study programme. In 2021, the minimum competition score set by the ESSM was 4.3.

Total number of students enrolled

In 2021, Vilnius UAS admitted 1 836 students (2 045 in 2020) through general admission. The dynamics of the number of students admitted by general admission by type of funding over the period 2017-2021 is presented in Figure 6.

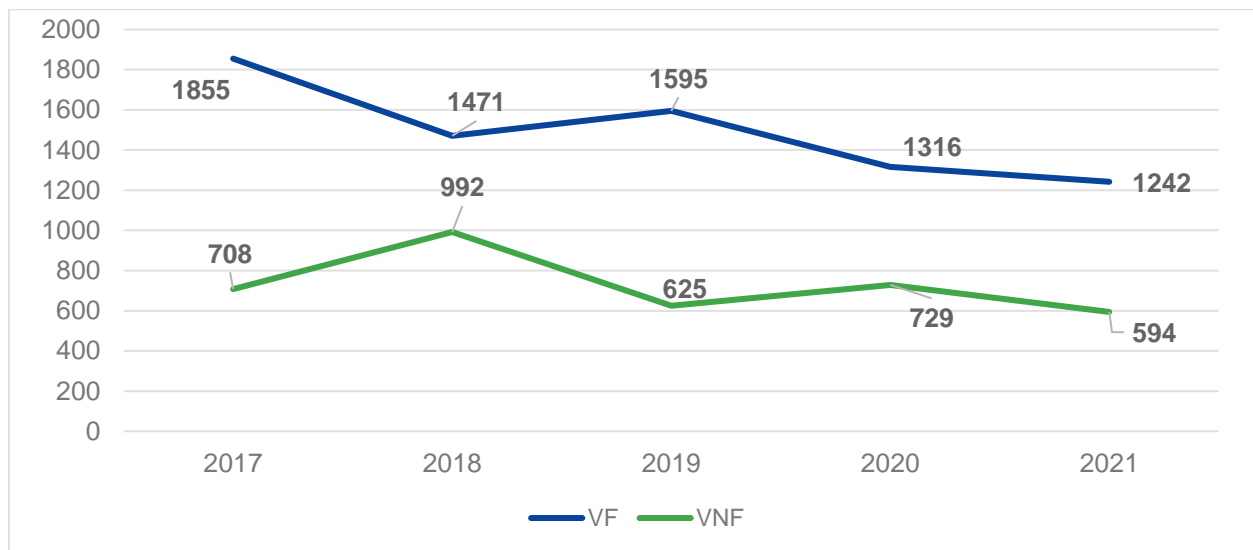


Figure 6: Number of admissions to SF and NSF study places in 2017-2021

Comparing the number of admissions at Vilnius UAS in 2020 and 2021 through the general admissions process, there is a negative change in the number of admissions to SF and NSF places (Figure 6). In 2021, 1 242 students were admitted to SF places (1 316 students in 2020) and 594 students to NSF places (729 students in 2020). *The Strategy 2021-2025* foresees that the enrolment in Vilnius UAS will reach at least 2 000 students. This enrolment target was not reached in 2021.

One of the main factors behind the decline in enrolments is the deteriorating demographic situation. In Lithuania, the number of graduates is declining every year: 19 690 matriculation certificates were awarded in 2021 in general education schools (20 879 in 2020). In 2021, 19 690 applicants applied to the country's HEI, which is almost 2 000 fewer than in 2019.

Figure 7 shows the dynamics of student enrolments by Faculty in 2017-2021. Looking at the number of students enrolled by Faculty in 2017-2021, a decrease in the number of students enrolled in the first year has been observed. The number of admissions is determined by the choice of studies of the applicants, with 60% of applicants in 2021 having indicated university studies as the highest study priority during the general admissions process, and only 40% having chosen college studies. With a decreasing total number of applicants, the number of applicants for college studies decreased accordingly, which has a direct impact on the number of admissions to Vilnius UAS and the Faculties.

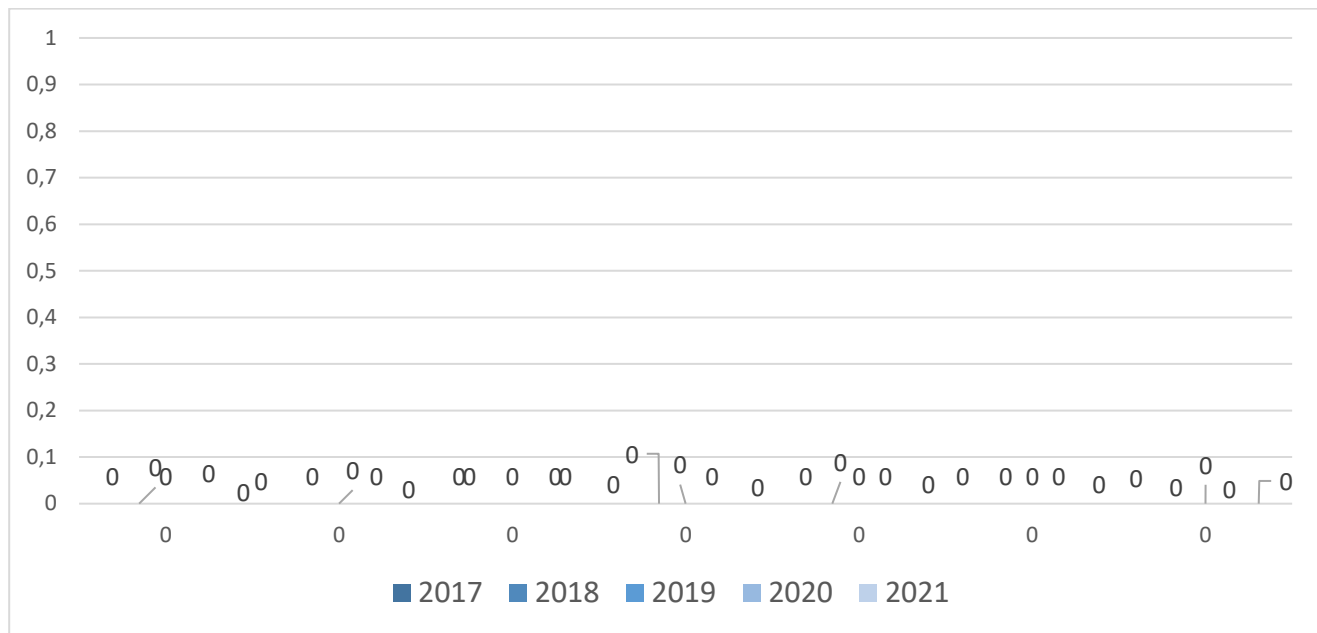


Figure 7: Dynamics of student enrolment in 2017-2021 at the Faculties of Vilnius UAS

Another factor contributing to the declining number of admissions to Faculties is the choice of the first-priority groups of study fields. In 2021, 30.6% of applicants to Vilnius UAS chose Business and Public Management as their first preference, 25% indicated Health Sciences, 10.3% - Social Sciences, 9.1% - Education Sciences, 8% - Computer Science -, Engineering Studies were the first choice of 5.8%, Arts - 2.64%, Technology Sciences - 1.6%, Agricultural Studies - 1.57% and Physical Sciences and Humanities - less than 1% of the applicants. This trend in the popularity of study fields has been observed for the last 5 years. In 2021, the choice of the field of study by first preference of applicants resulted in the highest number of admissions in the Business and Public Management group of study fields, study programmes of the BMF, the ECF, and the Health Sciences, as well as the study programmes of the HCF. Over the last 5 years, the number of admissions has increased in the PDF only, with an increase of 11%. The number of first-year admissions in other faculties of Vilnius UAS has been decreasing in the last years. The largest decreases in enrolments have been observed in EIF (54%), in ECF and ATF - 31% each, in BMF and ACTF - 27% each, and in HCF - 13%.

Another reason for declining enrolments is more state-funded places available for university studies in recent years, suggesting that there is a greater demand from the state for university-educated professionals.

Distribution of entrants by place of residence

Figure 8 shows that in 2021, residents of Vilnius County accounted for the largest share of admissions to Vilnius UAS – 58% (60% in 2020).

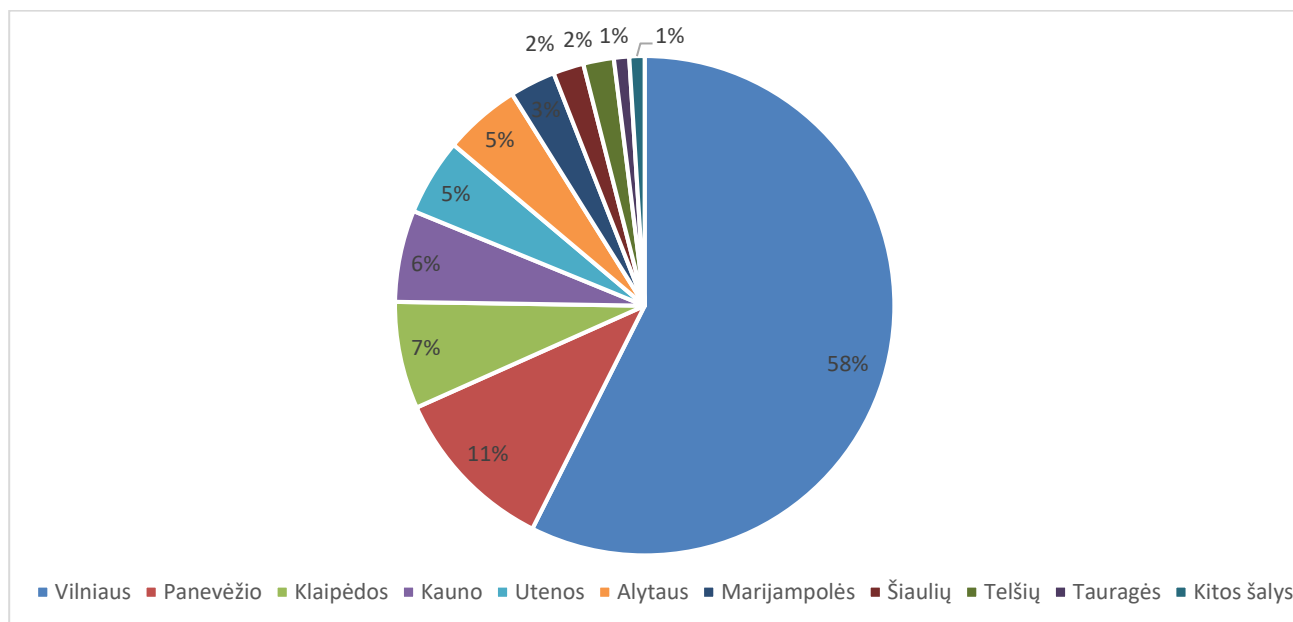


Figure 8: Distribution of entrants by county and country, %

Enrolments from other counties account for 41% of enrolments by county: Panevėžys - 10.5% (7.4% in 2020), Klaipėda - 7.4% (4.3% in 2020), Kaunas - 5.8% (4.6% in 2020), Utena - 5.2% (4.8% in 2020), Alytus - 4.6% (6.1% in 2020). Enrolments from Marijampolė and Šiauliai counties account for more than 2% each, Telšiai county - for 1.7%, Tauragė county and other countries (Ukraine, Belarus, etc.) - 1% each.

4.2.2. Termination of studies

Number of students dropping out

In 2020-2021, 984 students dropped out of studies, 809 of whom were full-time students and 175 – part-time students. Figure 9 shows the dynamics of the number of students dropping out from studies between 2017 and 2021.

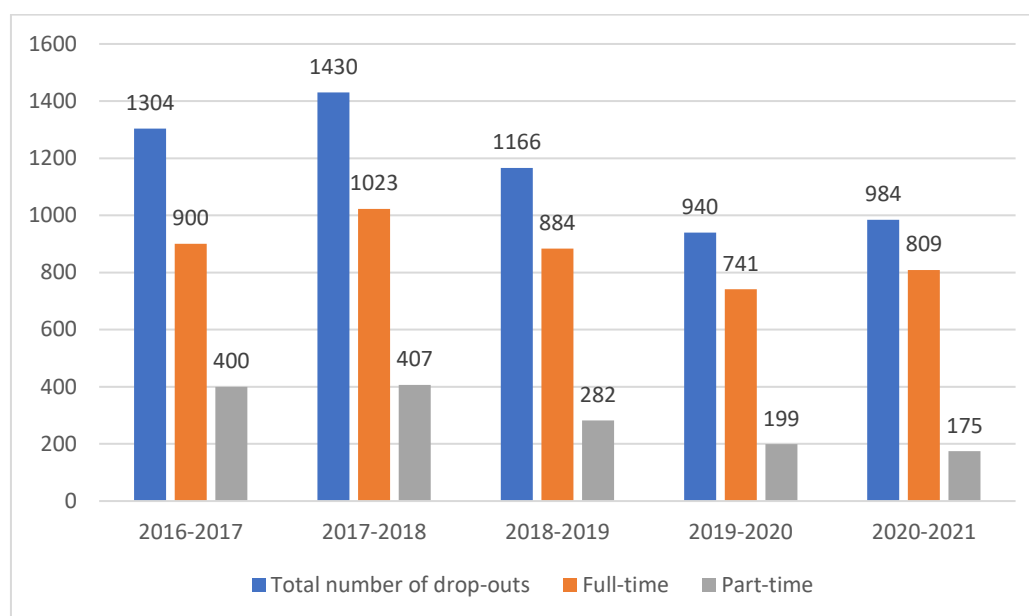


Figure 9: Dynamics of the number of drop-outs 2017-2021

The majority of drop-outs are 1st-year students. They account for 61.17% of all drop-outs in 2020-2021.

Reasons for termination of studies include a failure to meet the requirements set in the study programme (failure to progress), termination of studies at the student's own request, and other reasons (failure to meet financial obligations, failure to continue studies after an academic vacation, change of study programme transferring to another higher education institution).

Table 5 illustrates relative numbers of departures calculated based on the total number of students at Vilnius UAS and the number of students by study form.

Table 5. Number of students dropping out from studies by form of study and reasons for dropping out in 2020-2021

Reasons for termination of studies	Full-time study form (number of students on 1 October 2021 - 5260)				Part-time study form (number of students on 1 October 2021 - 826)				Total (number of students on 1 October 2021 - 6086)			
	Number of drop-outs											
	Number:		%		Number:		%		Number:		%	
	Total:	of which in the 1 st year	Total:	of which in the 1 st year	Total:	of which in the 1 st year	Total:	of which in the 1 st year	Total:	of which in the 1 st year	Total:	of which in the 1 st year
Failure to comply with the requirements set out in the study programme	266	99	5,05	1,88	69	29	8,35	3,51	335	128	5,5	2,1
At own request	443	351	8,42	6,67	72	55	8,72	6,66	515	406	8,46	6,67
Financial liabilities	32	24	0,61	0,46	15	11	1,82	1,33	47	35	0,77	0,58
Other causes	68	29	1,3	0,55	19	4	2,30	0,48	87	33	1,43	0,54
Total:	809	503	15,38	9,56	175	99	21,19	11,98	984	602	16,16	9,89

In the 2020-2021 academic year, the majority of students (8.46%) dropped out on their own request. In the 2019-2020 academic year, the share of students dropped out at their own request in the total number of drop-outs that year was 6.95%, 9.9% – in 2018-2019 and 11.2% – in 2017-2018. The second reason for termination of studies was non-compliance with the requirements set out in the study programme (5.5%). 7.04% of students dropped out for this reason in 2019-2020, 6.7% – in 2018-2019 and 8.6% – in 2017-2018. 0.77% of students dropped out due to financial obligations (0.66% in 2019-2020 and 1.1% - in 2018-2019). 1.43% of students indicated other reasons for termination of studies (0.06% in 2019-2020 and 2018-2019, 1.6% in 2017-2018).

Figure 10 shows the distribution of all Vilnius UAS students dropped out on 1 October 2021 by reason of dropping out (percentage).

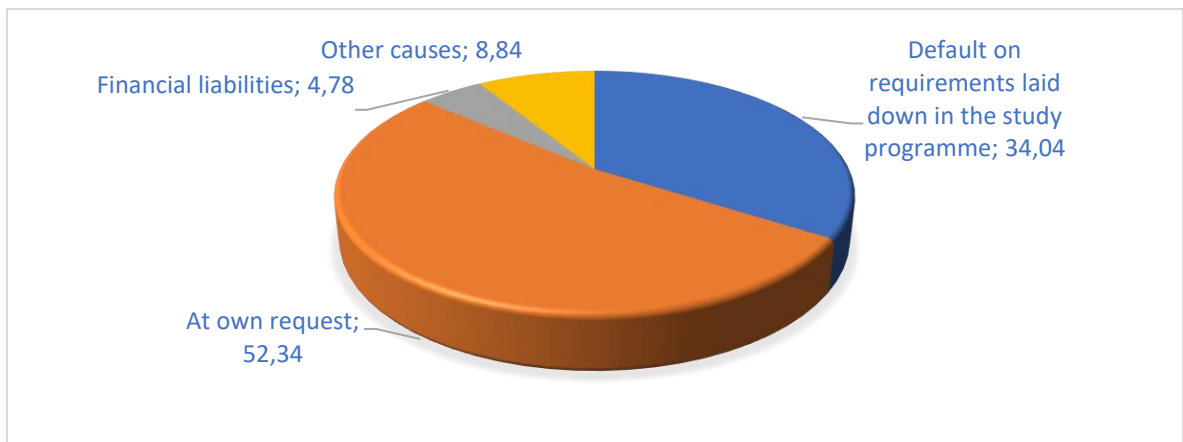


Figure 10: Reasons for dropping out in 2020-2021, %

The analysis of the number of drop-out students by Faculty revealed that the largest number of students dropped out from the BMF - 228 students (or 4.72% of all BMF students), 160 (2.63%) of whom dropped out in the first year of studies, followed by students of the EIF with 208 students (or 3.42% of the total number of students of Vilnius UAS), 111 of whom (1.82%) dropped out in the first year of studies, and the ECF with 134 students in the third place (or 2.2% of the total number of students of Vilnius UAS), 83 (1.36%) of whom were first-year students. Figure 11 illustrates data for other faculties.

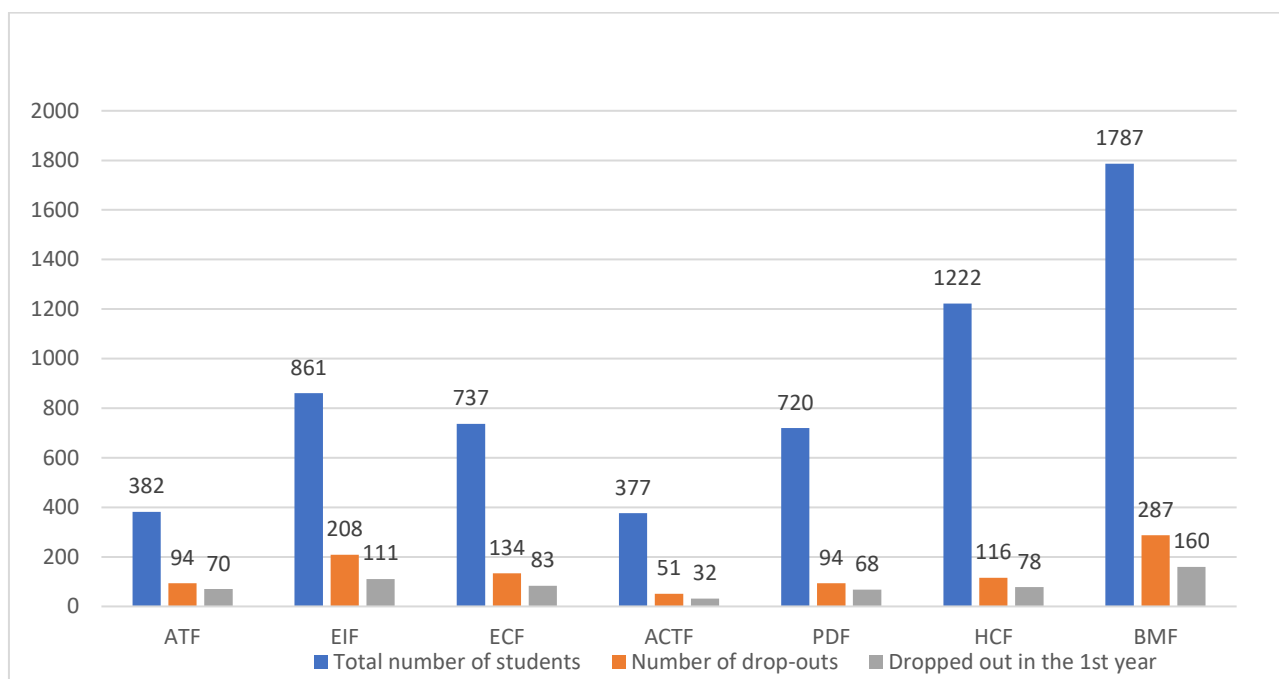


Figure 11: Drop-out rates by Faculty in 2020-2021

Figure 12 shows the dynamics of the number of drop-outs (in %) at the Faculties in 2017-2021.

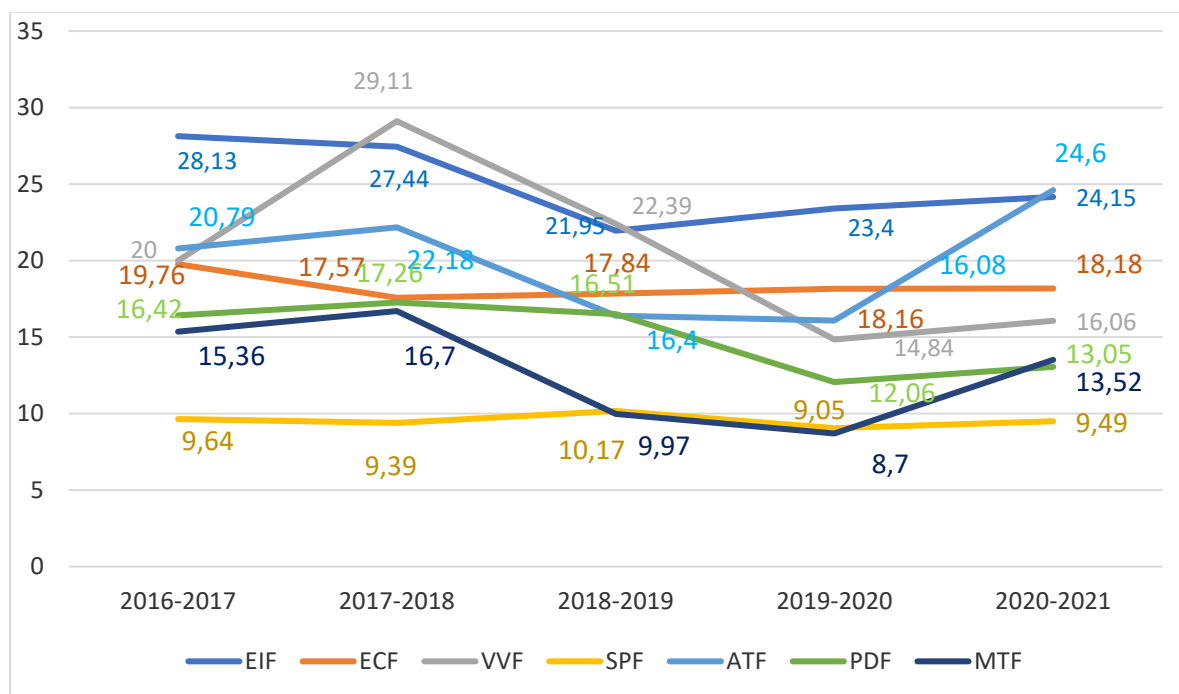


Figure 12: Dynamics of the number of drop-outs at the Faculties in 2017-2021 (%)

The numbers of drop-outs by Faculty, broken down by the form of study show that the majority of students are full-time students. For example, 164 of the 287 drop-outs from the BMF are full-time students, and 85 of the 94 drop-outs from the ATF are full-time students. At the HCF, EIF and ACTF, all drop-outs are full-time students.

The analysis of the reasons for students dropping out by Faculty shows a general trend of student drop-outs at Vilnius UAS, with most students in Faculties dropping out at their own request (e.g. 99 out of 208 drop-outs in the EIF, 84 out of 134 drop-outs in the ECF, 75 out of 116 drop-outs in the HCF, and 70 out of 94 drop-outs in the PDF. 139 out of 228 students in the BMF terminated their studies for non-compliance with the requirements of the study programme. In other faculties, this was the second reason for termination of studies. The fewest drop-outs in all faculties was due to financial obligations (e.g. 5 students in the ATF, HCF, ECF and PDF, each) or other reasons (e.g. 32 in EIF, 30 in the BMF, 12 in the ATF, and 6 students – in the ACTF). The vast majority of drop-outs for various reasons are students who dropped out during their first year of studies.

Annex 6 presents relative drop-out rates calculated on the basis of the total number of students at Vilnius UAS, by faculty and by form of study.

In accordance with the *Action Plan for the Implementation of the Strategy 2021-2025* (approved by Resolution No ST N-3 of the AT of Vilnius UAS of 3 May 2021), Objective 1, Target 1.2 (Ensure the sustainability of the student population), Measure 1.1.2 (Manage the drop-out rate), the objective is to reduce the drop-out rate to 13 % of the total number of students enrolled in the relevant year by 2023, and to 12 % by 2025.

Within the framework of the Plan for the Reduction of Student Drop-out Rate approved by Order No. V- 363 of the Rector of Vilnius UAS of 1 December 2020, events are carried out at the faculties for adaptation to the academic and social environment of Vilnius UAS to increase students' motivation to study, to improve the student-oriented study environment and communication with students, to improve their psychological state, to identify the causes of dropping out, to study and analyse students' opinion on their adaptation, expectations, motivation and satisfaction with their studies at Vilnius UAS. The most common measures implemented to achieve the expected results of the plan to reduce student drop-out rates are: marking student attendance and searching for students who fail to show up after the first month, individual interviews with students, group meetings of students with the faculty administration, proposing and developing individual study plans, proposing to change the form of study from full-time to sessional, meetings with social partners and alumni, introductory lectures, adjusting study plans by changing the arrangement of subjects in semesters, payment of tuition fees in instalments, psychological counselling, assignment of study tutors to first-year students, internships in home towns/cities, anonymous mailboxes for evaluating the quality of studies and expressing problems, flexible timetables, offering academic leave and suspension of studies. All of the above measures are implemented by Heads of Departments, the staff of the Study Department and Study Organisation Department, Vice-Deans and Deans, the staff of the Study Office, the Career Centre, the Property Maintenance Office, the Public Relations Department, the psychologist, and the Students' Representation.

4.2.3. Graduation outcomes

Number of students graduating on time

As of 1 October 2021, there were 1 436 students graduated from Vilnius UAS, including 1 261 full-time and 175 part-time students. The largest number of students graduated from Business (L01) - 246, Nursing and Midwifery (G08) - 159, Management (L02) - 97 and Pedagogy (M01) - 95.

Table 6 illustrates the share of graduates in first-year enrolments in the respective year, by faculty, form of study and type of funding.

Table 6. Data on Vilnius UAS graduates of 2021

Seq. No.	Field of study	Study programme	Faculty	Enrolled in the first course in the respective year						Graduate in 2021						Percentage of graduates, %.	
				Total	of which		Total SF	of which		Total	of which		Total VF	of which		All	SF
					FT	PT		FT	PT		FT	PT		FT	PT		
1.	Environmental Engineering	Landscape Design	ATF	25	11	14	14	6	8	13	5	8	8	4	4	52,00	32,00
2.	Accounting	Bookkeeping	ECF	110	110	0	76	76	0	66	66	0	52	52	0	60,00	47,27
3.	Chemistry	Chemical Analysis	ATF	12	12	0	6	6	0	5	5	0	3	3	0	41,67	25,00
4.	Design	Image Design	ACTF	13	13	0	9	9	0	12	12	0	10	10	0	92,31	76,92
		Fashion Design	ACTF	8	8	0	4	4	0	5	5	0	4	4	0	62,5	50,00
		Hairstyle Design	ACTF	4	4	0	3	3	0	4	4	0	3	3	0	100	75,00
5.	Economics	Business Economics	ECF	70	70	0	44	44	0	25	25	0	24	24	0	35,71	34,28
6.	Electronic Engineering	Electronic Engineering	EIF	54	42	12	41	33	8	22	22	0	17	17	0	40,74	31,48
		Computer Systems	EIF	69	54	15	58	46	12	21	21	0	20	20	0	30,43	28,98
		Telecommunication Systems	EIF	29	23	6	27	22	5	7	7	0	7	7	0	24,14	24,13
7.	Finance	Banking	ECF	61	61	0	41	41	0	35	35	0	29	29	0	57,38	47,54
		Finance	ECF	88	88	0	67	67	0	57	57	0	50	50	0	64,77	56,81
		Investments and Insurance	ECF	32	32	0	22	22	0	15	15	0	12	12	0	46,88	37,50
8.	Information Systems	Information Systems	EIF	157	116	41	140	106	34	48	48	0	38	38	0	30,57	24,20
9.	Communication	Public Relations	BMF	81	53	28	44	22	22	32	32	0	19	19	0	39,51	23,45
10.	Cosmetology	Hygienic and Decorative Cosmetology	HCF	41	41	0	30	30	0	36	36	0	31	31	0	87,8	75,60
11.	Food Technology	Food Technology	ATF	34	18	16	19	8	11	36	20	16	27	15	12	105,88	79,41
12.	Medical Technologies	Biomedical Diagnostics	HCF	36	36	0	26	26	0	34	34	0	24	24	0	94,44	66,66
		Radiology	HCF	28	28	0	12	12	0	22	22	0	17	17	0	78,57	60,71
13.	Nutrition	Dietetics	HCF	34	34	0	17	17	0	18	18	0	11	11	0	52,94	32,35
14.	Music	Popular Music	ACTF	17	17	0	16	16	0	14	14	0	13	13	0	82,35	76,47
15.	Pedagogy	Primary Education Pedagogy	PDF	56	29	27	18	7	11	35	19	16	16	4	12	62,5	28,57
		Childhood Pedagogy	PDF	96	26	70	31	5	26	60	19	41	33	5	28	62,5	34,37
16.	Polymer and Textile Technology	Fashion Technology and Business	ACTF	35	35	0	26	26	0	30	30	0	24	24	0	85,71	68,57
17.	Application Systems	Application Systems	EIF	202	153	49	183	148	35	55	55	0	43	43	0	27,23	21,28
18.	Rehabilitation	Occupational Therapy	HCF	37	37	0	14	14	0	29	29	0	11	11	0	78,38	29,72
		Physiotherapy	HCF	35	35	0	24	24	0	27	27	0	20	20	0	77,14	57,14
19.	Marketing	Advertising Management	BMF	108	82	26	74	57	17	63	53	10	52	46	6	58,33	48,14
20.	Nursing and Midwifery	General Practice Nursing	HCF	183	183	0	135	135	0	159	159	0	125	125	0	86,89	68,30
21.	Social Work	Social Work	PDF	55	26	29	25	11	14	24	15	9	18	11	7	43,64	32,72
22.	Theatre	Musical Theatre	ACTF	16	16	0	15	15	0	9	9	0	9	9	0	56,25	56,25
23.	Management	Management of Cultural Activities	ACTF	63	63	0	36	36	0	45	45	0	36	36	0	71,43	57,14
		Management of Organisations	BMF	91	55	36	42	19	23	52	34	18	17	15	2	57,14	18,68
24.	Business	Creativity and Business Innovation	BMF	27	27	0	15	15	0	12	12	0	10	10	0	44,44	37,03
		International Trade*	BMF	-	-	-	-	-	-	11	0	11	8	0	8	-	-

Seq. No.	Field of study	Study programme	Faculty	Enrolled in the first course in the respective year						Graduate in 2021						Percentage of graduates, %.	
				Total	of which		Total SF	of which		Total	of which		Total VF	of which		All	SF
					FT	PT		FT	PT		FT	PT		FT	PT		
		International Business	BMF	255	171	84	170	111	59	128	103	25	108	91	17	50,2	42,35
		Tourism Management	BMF	95	74	21	53	40	13	66	54	12	47	39	8	69,47	49,47
		Hotel and Restaurant Business	BMF	75	52	23	37	24	13	29	24	5	16	16	0	38,67	21,33
25.	Translation	Lithuanian Sign Language Translation	PDF	14	14	0	11	11	0	12	12	0	12	12	0	85,71	85,71
26.	Veterinary	Veterinary	ATF	82	82	0	38	38	0	50	50	0	36	36	0	60,98	43,90
27.	Agriculture	Agribusiness Technologies	ATF	17	9	8	6	4	2	13	9	4	11	7	4	76,47	64,70
Total at Vilnius UAS:				2545	2040	505	1669	1356	313	1436	1261	175	1071	963	108	56,42	42,08

* admission to the study programme is no longer open from 2018

The analysis of the ratio of three-year graduates to first-year students enrolled in the corresponding year shows a slight fluctuation: in 2021, the share of all graduates in the enrolled students in the corresponding year was 56.4%, in 2020 it was 56.7%, and in 2019 - 55.6%. The share of SF places was 42% in 2021, 65.8% in 2020 and 64.7% in 2019.

The Action Plan for the Implementation of the Strategy 2021-2025 foresees a 60% ratio of students enrolled in the first year to graduates of their respective year of graduation in 2023 and a target of 65% in 2025.

An analysis of the percentage of students having graduated on time in 2021 as a percentage of enrolments in the corresponding year, by field of study and by programme, reveals high graduation rates for some study programmes. For example, the on-time graduation rate in Hairstyle Design was 100% of those enrolled on time, in Biomedical Diagnostics - 94.4%, in Image Design - 92.31%, in General Nursing - 86.89%, and in Fashion Technology and Business - 85.71%. The study programmes with the lowest ratio of graduates to first-year entrants in the respective year include: Telecommunication Systems - 24.14%, Computer Systems - 30.43%, and Information Systems - 30.57%. However, the analysis of the ratio of students enrolled in the first year of studies to their respective year's graduates should take into consideration the fact that a certain share of students suspend their studies and accordingly graduate with graduates of the following year. Thus, for example, more students graduated from the Food Technology programme than enrolled in the first year.

Figure 13 shows the dynamics of total enrolments and on-time graduation in the period from 2017 to 2021.

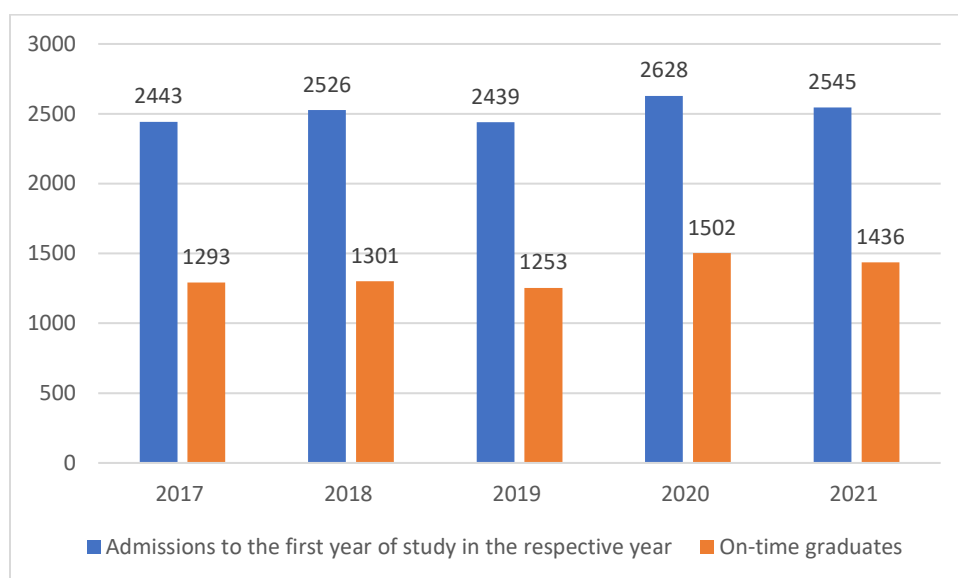


Figure 13: Enrolments and on-time graduates in 2017-2021

In 2021, there were 143 more graduates compared to 2017. The number of graduates has increased with slight fluctuations over the period analysed. There were fewer graduates in 2019 compared to 2018 (48 fewer graduates) and in 2021 compared to 2020 (66 fewer graduates).

Table 7 illustrates the number of graduates of Vilnius UAS by fields of study and study programmes in the 2017-2021 academic year.

Table 7. Number of Vilnius UAS graduates in 2017-2021

Field of study	Study programme	Faculty	Number of graduates				
			2017	2018	2019	2020	2021
E03							
Environmental Engineering	Landscape Design	ATF	17	10	13	18	13
L04 Accounting	Bookkeeping	ECF	106	102	66	95	66
C01 Chemistry	Chemical Analysis	ATF	22	21	13	14	5
P02 Design	Image Design	MTF	15	8	4	7	12
	Fashion Design	MTF	4	8	4		5
	Hairstyle Design	MTF	8	9	7	5	4
J01 Economics	Business Economics	ECF	21	27	36	46	25
E09 Electronic engineering	Electronic Engineering	EIF	49	37	26	23	22
	Computer Systems	EIF	26	42	30	37	21
	Computer Engineering	EIF					
	Telecommunication Systems	EIF	26	30	15	8	7
L03 Finance	Banking	ECF	49	53	42	50	35
	Investments and Insurance	ECF	13	15	22	24	15
	Finance	ECF	36	36	40	45	57
B02 Information systems	Information Systems	EIF	40	45	39	31	48
J10 Communication	Public Relations	BMF			3	21	32
G10 Cosmetology	Hygienic and Decorative Cosmetology	HCF	41	35	43	40	36

Field of study	Study programme	Faculty	Number of graduates				
			2017	2018	2019	2020	2021
F06 Food technology	Food Technology	ATF	38	36	37	31	36
G09 Medical technology	Biomedical Diagnostics	HCF	35	26	25	30	34
	Radiology	HCF				26	22
G07 Nutrition	Dietetics	HCF	20	26	22	19	18
P03 Music	Popular Music	ACTF	16	15	11	10	14
M01 Pedagogy	Primary Education Pedagogy	PDF	18	22	16	18	35
	Social Pedagogy	PDF	22	14	15	10	
	Dance Pedagogy	ACTF	11	15	9		
	Childhood Pedagogy	PDF		15	50	44	60
F02 Polymer and Textile Technology	Fashion Technology and Business	ACTF	23	20	16	15	30
B03 Application Systems	Application Systems	EIF				51	55
G06 Rehabilitation	Occupational Therapy	HCF	29	29	23	27	29
	Physiotherapy	HCF	32	33	30	38	27
L05 Marketing	Advertising Management	BMF	49	42	52	62	63
G08 Nursing and Midwifery	General Practice Nursing	HCF	142	128	135	146	159
J04 Social Work	Social Work	PDF			15	26	24
P04 Theatre	Musical Theatre	ACTF	12	6	7	8	9
L02 Management	Management of Organisations	BMF	49	53	43	47	52
	Management of Cultural Activities	ACTF	48	55	44	36	45
L01 Business	Creativity and Business Innovation	BMF	13	10	10	41	12
	International Trade	BMF	28	27	27	29	11
	International Business	BMF	70	94	99	134	128
	Tourism Management	BMF	68	50	46	76	66
	Hotel and Restaurant Business	BMF	35	43	44	40	29
N05 Translation	Lithuanian Sign Language Translation	PDF	14	8	17	5	12
H01 Veterinary Medicine	Veterinary	ATF	48	43	41	53	50
I01 Agriculture	Agribusiness Technologies	ATF		13	16	16	13
Total:			1293	1301	1253	1502	1436

When analysing the data of the 2017-2021 academic year, there is an overall slight fluctuation in the number of graduates from Vilnius UAS across fields of study and programmes. A significant increase in the number of graduates in 2017-2021 was recorded in the study programmes of International Business (from 70 to 128 graduates), Childhood Education (from 15 to 60 graduates) and Advertising Management (from 49 to 63 graduates). A noticeable decrease in the number of graduates in 2017 - 2021 was observed in Accounting (from 106 to 66 graduates) and Telecommunication Systems (from 30 to 7 graduates) study programmes.

4.3. Improving the student-centred learning process

Support for students

Vilnius UAS provides academic and financial support for students. They are advised on the following issues: the study system (study forms, study programmes, possibilities of changing them, study subjects, ways of organising studies); the study process (study timetable, timetables of classes and examinations, accounting for and evaluation of study subjects, possibilities of improving learning outcomes and the procedure for submitting appeals, academic fails and their liquidation, crediting of study results); internships, the procedure for their completion and accounting for them; termination, resumption of studies and academic leave; payment for studies; the procedure of allocation and amounts of grants and allowances; completion of studies; students' rights and obligations; student incentives and penalties; changes in the nature of the financing of studies; the repayment of funds to the State budget and reimbursement of tuition fees.

Students are advised by teaching staff in their departments at set times, and student counselling is being developed in the electronic study environment. Library staff regularly advise students on how to use the Aleph electronic catalogue, databases, information search, citation of scientific articles, and other issues.

Students have access to free individual counselling from a psychologist. The Career Centre offers individual career counselling (on preparing a CV, getting ready for a job interview, job or internship search, self-presentation to an employer, etc.). In order to ensure the successful adaptation of first-year students to the academic and social environment of Vilnius UAS, mentors have been assigned to them in all faculties. Information seminars on studies, study programmes, international mobility and self-expression opportunities have also been organised for first-year students.

The following types of financial support are available to students: incentive, social, study and special-purpose scholarships, one-time social allowances, bonuses, special-purpose allowances for students with disabilities, scholarships and social allowances for Lithuanians of foreign origin, and loans to cover living expenses and tuition fees.

In 2021, a total of EUR 714 700.00 was paid out from the scholarship fund to Vilnius UAS students, including EUR 554,629.95 in incentive scholarships, EUR 46,347.95 in bonuses and EUR 1,000.00 in one-time social benefits.

Pursuant to the Resolution No.538 of the Government of the Republic of Lithuania of 12 May 2010 "On the Allocation of Targeted Scholarships to Students of Teacher Training Programmes", EUR 112,722.10 in targeted scholarships was paid to students of the pedagogy field of study in 2021 in the amount of EUR 115.85 per month.

Pursuant to provisions of the Description of the Procedure for Granting Support to Students of First-Level Pedagogical Study Programmes, Students of First-Level Non-Pedagogical Study Programmes Studying a Pedagogical Study Module alongside the Pedagogical Study Module and Students of Pedagogical Professional Study Programmes, approved by Resolution No. 149 of the Government of the Republic of Lithuania of 1 March 2017 "On the Implementation of the Law on Research and Higher Education" EUR 364 200.00 of support was paid to 102 students in 2020, receiving EUR 300 per month each.

The National Study Fund (hereinafter - the Fund) awarded social grants to 136 students in the spring semester and 152 students in the autumn semester of 2021. EUR 413 270.00 was allocated for this type of support. The Fund awarded study grants to 10 students of Vilnius UAS for a total amount of EUR 5 702.12. In 2021, the Fund granted state-supported loans for tuition fees to 249 students and for living expenses to

78 students. In 2021, the Fund provided financial support to 14 students of Lithuanian origin studying at Vilnius UAS, paying EUR 4 917.00 to them.

Pursuant to Resolution No. 1187 of the Government of the Republic of Lithuania of 23 September 2009 "On the Amendment of the Resolution No. 831 of the Government of the Republic of Lithuania of 29 August 2006 "On the Approval of the Procedure for Provision of Financial Assistance to Disabled Persons Studying in Higher Education Institutions" and having received funds from the Department of Disability Affairs under the Ministry of Social Security and Labour, the following financial assistance measures were granted to students of Vilnius UAS with disabilities in 2021: benefits to meet special needs (50% of the basic social insurance pension per month, i.e. EUR 99.15) and partial reimbursement of study expenses (3.2 BSI per semester, or EUR 128.00). In 2021, there were 27 students with disabilities studying at Vilnius UAS, including 16 full-time students and 11 part-time students. They received EUR 18 901.42 from the funds allocated by the Department of Disability Affairs under the Ministry of Social Security and Labour: EUR 17 887.02 - for special needs and EUR 1 014.40 - for partial reimbursement of tuition costs.

As part of the project "Increasing access to studies", the Fund allocated targeted benefits of EUR 160 per month to 20 students with disabilities in the spring semester of 2021 and to 22 students with disabilities in the autumn semester of 2021 for the acquisition of goods, services and for other expenses necessary to increase accessibility of studies, paying a total of EUR 34 904.00.

Student satisfaction with the organisation of the study process and the quality of teaching of the study subject (module)

Pursuant to the Description of the Procedure for Feedback to Improve the Quality of Studies of Vilnius UAS (published by Order No. V-142 of the Rector of Vilnius UAS of 8 April 2019), the study satisfaction survey is held every two years, and the survey of students' satisfaction with the quality of the teaching of a study subject/module is conducted every semester.

The Student Satisfaction Survey was carried out in May-November of the 2019-2020 academic year. Students rated their satisfaction with teaching, study organisation, student support, student resources and faculty infrastructure. 1 490 students of Vilnius UAS participated in the survey. It was conducted in both Lithuanian and English in order to analyse the satisfaction of foreign students studying at Vilnius University of Applied Sciences with their studies at Vilnius UAS.

The summary of the results of the survey revealed that students are satisfied with the organisation of their studies. For example, 98.29% were very satisfied or satisfied with the organisation of internships, 92.15% were satisfied with the information about what is happening at Vilnius UAS and the Faculty published online, on bulletin boards, etc., 87.03% were satisfied with the possibility to choose electives, 61.30% were satisfied with the counselling in study matters, 81.35% were satisfied with the helpfulness and politeness of the staff of the library and the reading room, 75.21% were satisfied with the convenience of the library and reading room opening hours, 60.33% - with the availability of literature in the library and the reading room and access to information sources that meet the needs of students, and 60.17% - with the physical environment of the Faculty. For more information on the Student Satisfaction with their studies, see: https://www.viko.lt/media/uploads/sites/3/2020/06/GR_Ataskaita_Pasitenkinimas-studiomis_2020_final.pdf

At the end of each semester, a survey of students' satisfaction with the quality of the teaching of the course/module is conducted. Students rate the teaching of all subjects/modules for the semester on a scale of 1 to 5, where 5 means "strongly agree" and 1 - "strongly disagree" (e.g. evaluation forms and criteria were specified at the beginning of the course, the content was presented in a clear manner, lecture time was used in a rational way, the use of additional literature sources was encouraged, etc.). Students also

provide a percentage of classes attended and write their observations in free form. The analysis of the survey results highlights what was appreciated most, distinguishing aspects for improvement, and provides some feedback from students on the quality of the teaching of the subjects/modules. Depending on the study programme, subjects/modules, lecturers and course, the results of the student survey are distributed in a wide range. The aggregated results of the survey for all faculties are publicly available and can be found on Vilnius UAS website <https://www.viko.lt/kolegija/kokybes-uztikrinimas/apklausu-rezultatai/>.

Survey results are discussed at the meetings of the departments supervising the study programmes, Study Field Committees and/or Study Programme Committees. Teachers are encouraged to take into account the results of the survey, and joint solutions and measures are sought to help teaching staff to ensure the quality of module teaching in the future. Students are informed about the summary results of the survey, invited to self-critically evaluate and improve their contribution to their studies, to be proactive and to actively express their opinion on quality issues. Based on the results of the student surveys, the Study Field Committees take decisions on improving the quality of teaching of study subjects/modules and make recommendations to Deans of the Faculties.

Proportion of distance learning programmes in the total number of study programmes

In the 2020-2021 academic year, e-learning was actively applied in the study process by all faculties of Vilnius UAS. Studying remotely is possible at the ECF, BMF and ATF. A total of 11 study programmes were conducted remotely, accounting for 26.8% of the total number of study programmes offered. 387 students studied remotely, which represents 6.4% of the total number of students.

Individualised study process based on students' special needs

The Description of the Procedure of Evaluation of Study Achievements approved by Resolution No ATN-4 of 18 May 2020 stipulates that flexible forms of evaluation shall be used to evaluate the achievements of students with special needs (visual, hearing, mobility or other disabilities), and that the evaluation shall be adapted to the abilities of these persons (e.g. by increasing the font size of examination papers, extending the time for the evaluation of achievements, etc.). Once a student informs of his/her special needs, the Faculty's Study Department informs teaching staff thereof, initiating the preparation of recommendations as needed.

Where possible, tools for evaluating learning achievements are provided, also adapting the location of the learning achievement evaluation. One of the principles of the evaluation of learning outcomes defined in the Description of the Procedure for the Evaluation of Learning Outcomes, is inclusiveness, which means that the evaluation should measure the achievement of the same learning outcome, but should be flexible and adaptable to the different (individual) learning needs (disability, pace, learning style, etc.) of each student; the options of methods of evaluation should give each student an equal opportunity to demonstrate his level of achievement of the learning outcomes.

4.4. Improving the internal quality assurance system for studies

Internal study quality management

A Description of the Procedure for Internal Quality Assurance of Study Fields of Vilnius UAS (hereinafter - the Description) was drafted in 2020 (and published by Order No. V-349 of the Rector of Vilnius UAS dated 20 November 2020). The Description defines the quality assurance processes for the development, implementation, evaluation and improvement of study programmes in accordance with the requirements of the relevant field of study and applies to the internal quality assurance of Vilnius UAS in

the development of the intended study programmes, internal quality assurance of the offered fields of study, external evaluation and accreditation of the fields of study, the follow-up of the external evaluation and accreditation of the fields of study and the submission of appeals following the external evaluation and accreditation of the fields of study. The legal act defines the responsibilities of the entities involved in the internal quality assurance of the fields of study.

Pursuant to the *Action Plan for the Implementation of the Strategy 2021-2025* (approved by Resolution ST N-3 of the Council of Vilnius University of Applied Sciences of 3 May 2021), the functional scheme of Vilnius UAS internal quality management of studies is being developed until 2025, with defined responsibilities of the entities.

Active involvement of social partners/shareholders in internal study quality assurance

In the implementation of study fields, Vilnius UAS actively involves social partners in the internal quality assurance of studies. The most developed areas of cooperation are student internships, supervision and review of final theses, participation in the evaluation of final theses/projects, joint applied research, conferences, public lectures, competence development courses, educational, cultural and artistic events, project and educational activities, support for various Vilnius UAS events and active students, and the solution of common social problems. Cooperation with social partners takes place on three levels:

- regional – understood as cooperation with Vilnius city business, education, medical and other companies and institutions (e.g. networking with Vilnius general education schools, seminars for students organised by ADB Gjenksidige, joint projects with Vilnius University of Technology and Design, organisation of internships with the State Forensic Medicine Service, etc);
- national – interdisciplinary partnership with various Lithuanian business, educational, medical and other companies and institutions (e.g. cooperation with Klaipėda Stasys Šimkus Conservatoire, Lithuanian Chemistry Teachers' Association, Lithuanian Union of Persons with Disabilities (LŽNS), Marijampolė Municipality Public Health Office, etc.);
- International – multilateral cooperation on projects and other initiatives with foreign higher education institutions (e.g. Latvian University of Life Sciences and Technology, Mitrovica International Business College in Kosovo, Rzeszów University of Technology in Poland, etc.).

Active cooperation with social partners in the implementation of study programme outcomes, the development of curriculum content and the provision of skills and competences for future professionals. Social partners help to motivate students to study, illustrate career opportunities with examples and specific situations, help to introduce students to real working conditions, provide opportunities to learn about the most relevant trends in science, business, education, etc., and expand the potential for different ideas (e.g. for joint projects, themes for final theses, applied research, etc.).

When students undertake internships in companies, a systematic survey of employers - social partners - is carried out, and the intern's evaluation sheet provides an assessment of the students' knowledge and professional competences, as well as recommendations for areas for improvement. While employers' feedback on students is generally very good, areas for improvement are highlighted (e.g. students' negotiation skills, ability to assess client data, needs and financial capacity, ability to present creative ideas, etc.).

In the annual reports of the members of the Final Thesis (Project) Defence Committees, social partners express their views on the formulation of the problems of the final theses, the proposal of solutions to the problems, the analysis of the data, the presentation of the summary and results, and the formulation of conclusions. Having analysed the recommendations and the feedback provided, Study Field

and/or Programme Committees work together with teaching staff to improve the relevance, innovation and practical application of the thesis topics.

Study quality issues are discussed in Study Programme and/or Field Committees, whose members are representatives of business, education, science, public institutions, professional associations and unions, and the Faculty administration makes decisions to improve the quality of studies.

Updating internal quality assurance system documents of Vilnius UAS

The following internal quality assurance system documents were updated:

1. Description of the Procedure for Internal Quality Assurance of Study Fields (published by Order No V- 349 of the Rector of Vilnius UAS of 20 November 2020);
2. Regulations of Study Committees (published by Order No V-84 of the Rector of Vilnius UAS of 30 March 2021);
3. Sample Regulations of the Department (published by Order No V-85 of the Rector of Vilnius UAS of 30 March 2021);
4. Handbook of Study Programmes (published by Order V-352 of the Rector of Vilnius UAS of 14 December 2021).

Planning actions for improving study quality

After the external evaluation and accreditation of the fields of study, Vilnius UAS conducts follow-up activities. It is an integral part of the quality assurance of studies aimed at continuous improvement of the quality of the study field, taking into account the legal regulation of the quality of study fields, as well as the conclusions of the evaluation and the recommendations contained therein. Follow-up includes annual monitoring of the quality of the field of study and follow-up activities.

Annual quality monitoring of the field of study is carried out by departments in cooperation with the Study Field Committee. At the end of the current academic year, Study Field Committees discuss and approve summarised conclusions of the annual monitoring of the quality of the study field and the recommendations for the improvement of the study field, presenting them to Faculty Boards at the end of each academic year. For more details on the monitoring of the quality of the field of study, see Chapter 1 "Study Field Quality Monitoring System".

The follow-up activities after the external evaluation and accreditation of a field of study consist of planning improvement measures, implementing the planned measures, approving the progress report and submitting it to the SKVC. The stages of the follow-up activities and the responsible entities are regulated by the Description of the Procedure of the Internal Quality Assurance of the Study Fields of Vilnius UAS (published by Order No V-349 of the Rector of Vilnius UAS of 20 November 2020).

Progress reports on the implementation of the recommendations of the external evaluation prepared by the Field Committee are made publicly available on Vilnius UAS website <https://www.viko.lt/kolegija/kokybes-uztikrinimas/isorinis-studiju-krypciu-vertinimas-ir-akreditavimas/>.

4.5. Ensuring internationalisation of studies

Number of bilateral agreements leading to academic mobility

In the 2020-2021 academic year, Vilnius UAS had concluded bilateral cooperation agreements with 285 foreign HEIs from 46 countries. Compared to the previous academic year, the total number of agreements slightly decreased: in 2019-2020, 293 agreements were in force with foreign higher education institutions from 42 countries. The decrease in the number of agreements reflects the changing approach

of Vilnius UAS to cooperation - in accordance with the *Action Plan for the Implementation of Strategy 2021-2025* approved by Resolution ST N-3 of the Council of Vilnius University of Applied Sciences of 3 May 2021 by (see indicator 1.5 of Objective 1.5, Measure 1.5.1), the effectiveness of existing partnerships is being evaluated, and the existing agreements are being reviewed and renewed, eliminating inactive agreements.

In terms of agreement types, Erasmus+ mobility contracts dominate. In terms of geographical distribution, the largest number of agreements has been concluded with higher education institutions in Poland, Turkey, Spain, Belgium and Latvia (Figure 14). It is worth noting that the top ten countries in terms of geographical distribution include several neighbouring countries, including Poland, Latvia and Ukraine. Active cooperation with Belarusian HEIs has been temporarily suspended due to the ongoing political unrest in the country.

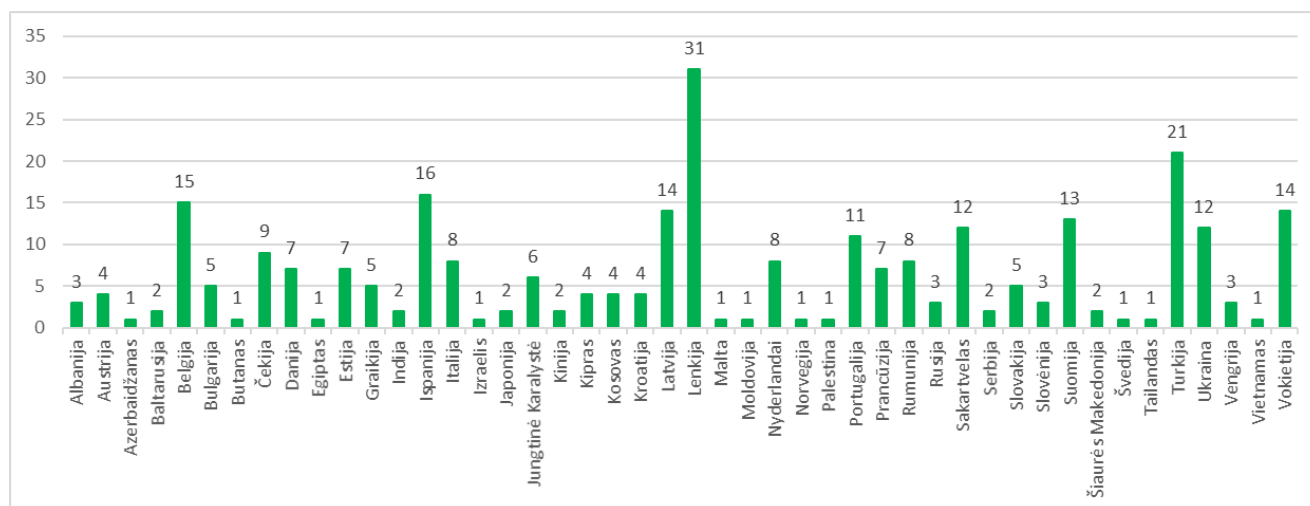


Figure 14: Bilateral cooperation agreements with foreign HEIs in the 2020-2021 academic year

The choice of partners is primarily based on the harmonisation of the fields of study, with the aim that students have the opportunity to diversify their studies in different aspects of the same field, and that teachers and researchers have the widest possible opportunities for collaboration in academic and applied research, experimental development and artistic activities. The choice is also determined by partner accreditation and reputation, as well as by the partner's activity in various other higher education activities such as projects, research and associations.

Mandatory "mobility windows" for study programmes in a foreign language

Currently, there are no compulsory mobility windows in foreign language study programmes run by Vilnius UAS. The only exception is that students studying in the joint study programme "Creativity and Business Innovation" spend a part of their study time at the programme's foreign partner institutions, as foreseen in the programme structure.

The Action Plan for the Implementation of Strategy 2021-2025 provides for compulsory mobility windows in all foreign-language study programmes by 2025 as one of the conditions for ensuring students' academic mobility.

International students studying a full degree programme

In the 2020-2021 academic year, 185 foreign nationals from 19 countries studied full-time at Vilnius UAS, which accounted for 3.04% of the total number of students of Vilnius UAS (in 2020 - 126 foreigners

or 1.97% of the total number of students of Vilnius UAS (Annex 7, Table 1). The breakdown of the number of foreign students studying the full programme by faculty is presented in Figure 15.

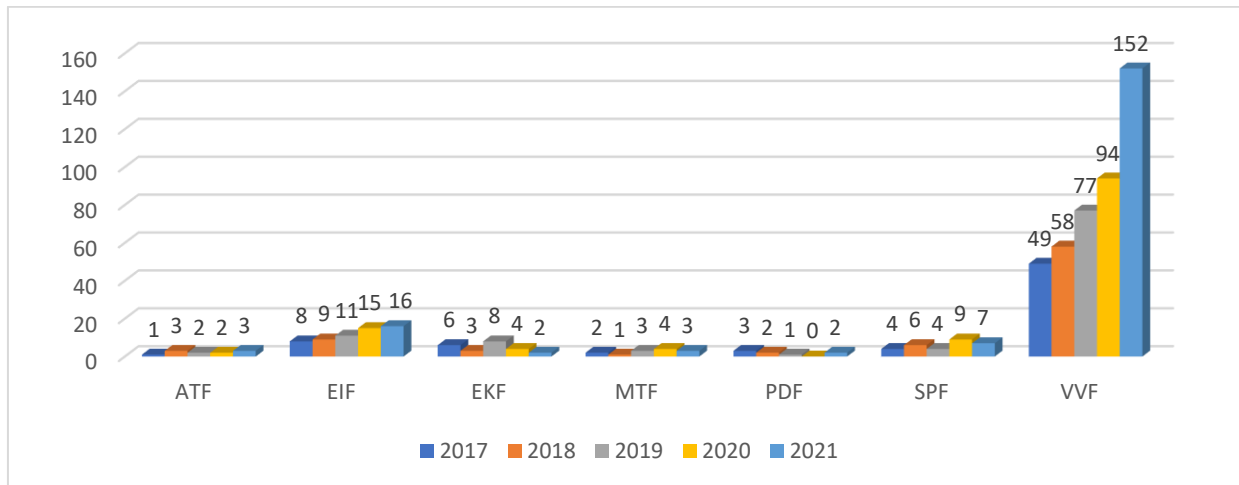


Figure 15: Breakdown of the number of foreign students studying the full programme by faculty

Academic recognition of education obtained abroad

Vilnius UAS was granted the right to carry out academic recognition of the education and qualifications related to higher education obtained under educational programmes of foreign countries and international organisations for prospective students by Order of the Ministry of Education, Science and Sport of the Republic of Lithuania of 13 May 2021. In accordance with Resolution No ATN-5 of the meeting of Vilnius UAS Council of 16 June 2021, the *Rules for Academic Recognition of Education and Qualifications Related to Higher Education and Obtained in Educational Programmes of Foreign Countries and International Organisations for Applicants to Vilnius University of Applied Sciences* were published by Order of the Rector of Vilnius UAS of 21 June, 2020.

At the time of the 2021 admissions, qualifications of 43 persons received abroad were assessed (Figure 16).

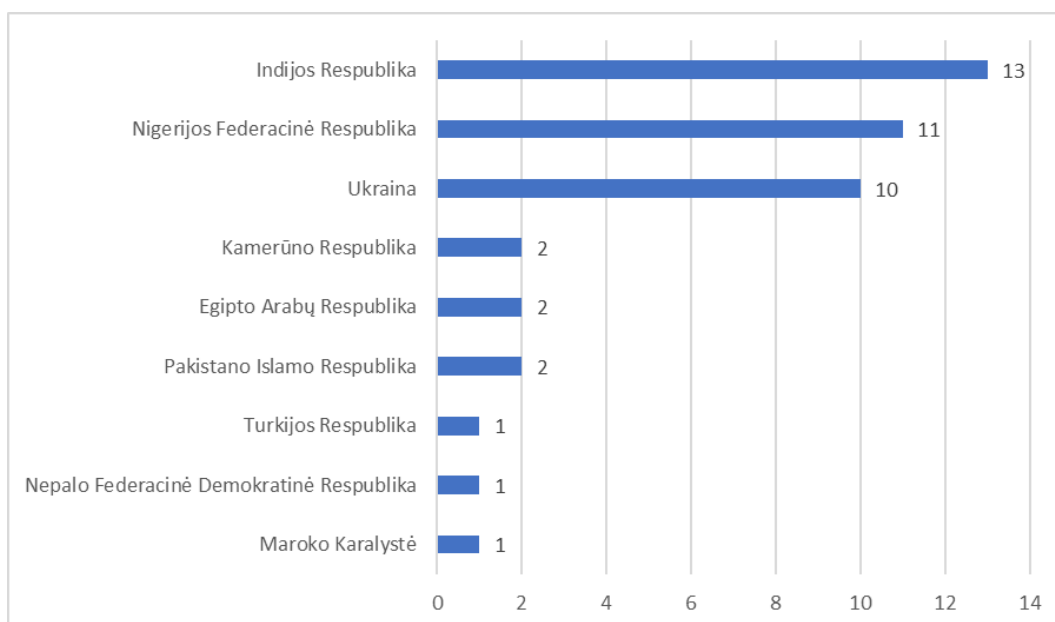


Figure 16: Number of assessments of foreign qualifications by country

International students on exchange programmes

The ongoing pandemic has had a significant impact on the mobility of international exchange students in the 2020 – 2021 academic year. Reduced mobility flows were mainly due to institutional, national and international restrictions on movement. The introduction of mixed mobility - physical and virtual - in the new phase of Erasmus+ has not substantially increased student mobility. Students remain most motivated to go for physical mobility.

A total of 30 international students came to Vilnius UAS for part-time studies and/or internship in the 2020-2021 academic year (see Annex 7, Table 2). The largest number of students came for the International Business and Hotel and Restaurant Business study programmes in the field of Business and the Finance study programme in the field of Finance. The majority of students came to the BMF (Figure 16).

Looking at the share of incoming students in the total number of students of Vilnius UAS over a five-year period, two periods should be distinguished: the number of incoming students averaged 2.4% of the total number of students of Vilnius UAS before the onset of the global pandemic of COVID-19, and the number of incoming students in the 2020-2021 academic year was a mere 0.5% of the total number of students of Vilnius UAS. Figure 17 illustrates the distribution of the total mobility of exchange students to Vilnius UAS over the last 5 years.

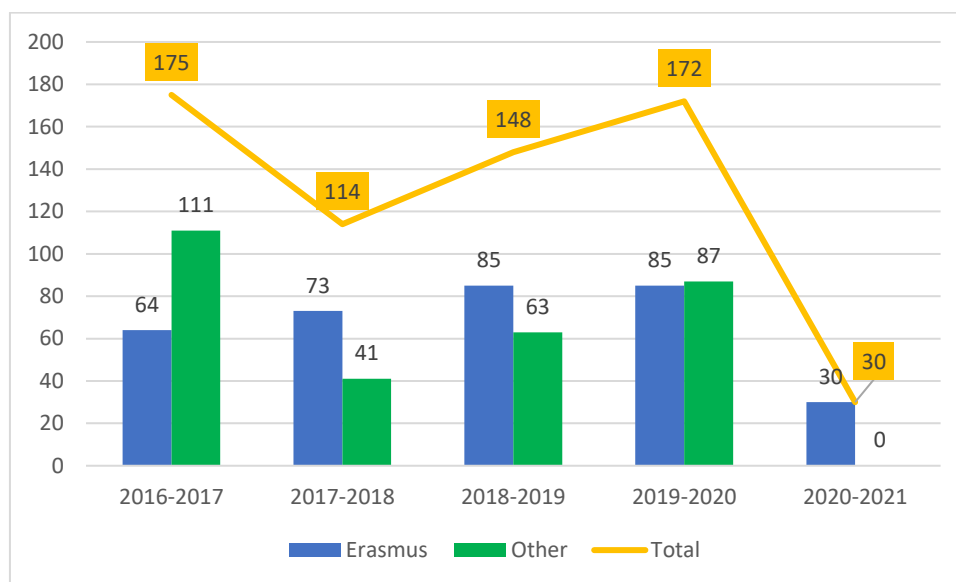


Figure 17: Students having come for part-time studies and/or internship in 2016-2021

International exchange students are offered a choice of part-time studies from among the 9 study programmes in English at Vilnius UAS, as well as electives and/or internships at Vilnius UAS or in social partner companies.

Outbound Vilnius UAS students

The pandemic having lasted in the 2020-2021 academic year had a significant impact on the number of exchange students. The reduced mobility flows are mainly due to institutional, national and international restrictions on movement. The introduction of mixed mobility - physical and virtual - in the new phase of Erasmus+ has not substantially increased student mobility. Students remain most motivated to go for physical mobility. And although a slight upward trend in mobility was observed in spring 2021, pre-pandemic indicators were not reached.

In the 2020-2021 academic year, 75 students of Vilnius UAS took advantage of international mobility opportunities: 65 students went to study under the Erasmus+ programme, including 18 students having left for part-time studies and 47 - for internships; 10 students participated in the Nordplus project meeting. There were no other international student mobility activities in the 2020-2021 academic year, which is associated with the suspension of other international activities during the pandemic.

Over a five-year period, the share of total outbound students in the total number of students of Vilnius UAS gradually increased until the onset of the global COVID-19 pandemic, from 4.2% of the total number of students of Vilnius UAS in 2016-2017 to 4.6% in 2018-2019. Since March 2020, with the start of the pandemic, the mobility decreased significantly, and stopped altogether. In the 2020-2021 academic year, the total number of outbound students accounted for a mere 1.2% of the total number of students of Vilnius UAS. Figure 18 illustrates the distribution of total mobility of Vilnius UAS students over the last 5 years.

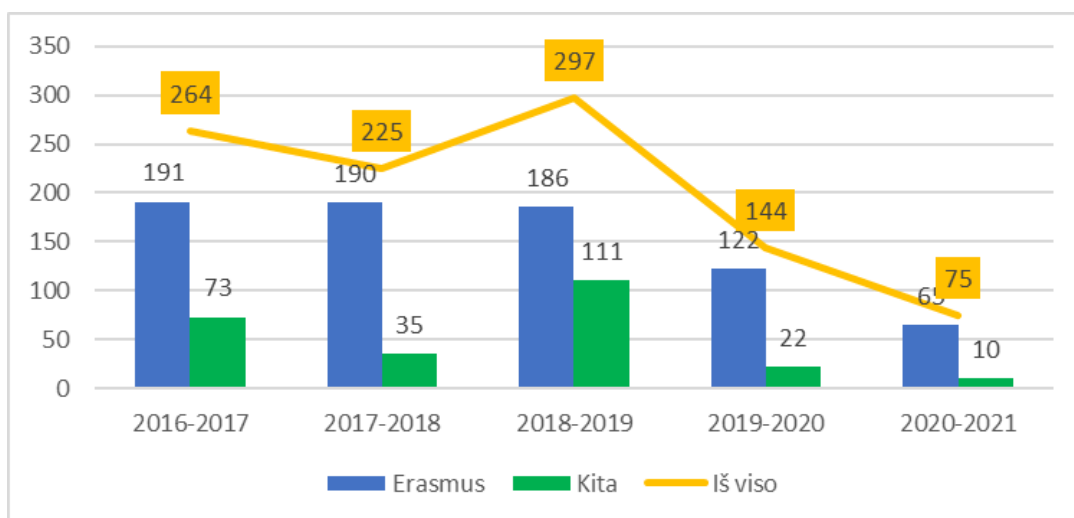


Figure 18: Distribution of student mobility in Vilnius University of Applied Sciences over the last 5 years.

Students who have gone abroad for part-time studies (of 15 study credits at the least)

Mobility of students who have gone abroad for part-time studies (of 15 study credits at the least) is mostly carried out under the Erasmus+ programme. The majority of students left for the programme from the following fields of study (see Annex 7, Table 3, and Figure 19):

- Business (Creativity and Business Innovation, Tourism Management, Hotel and Restaurant Business);
- Nursing and Midwifery (General Nursing).

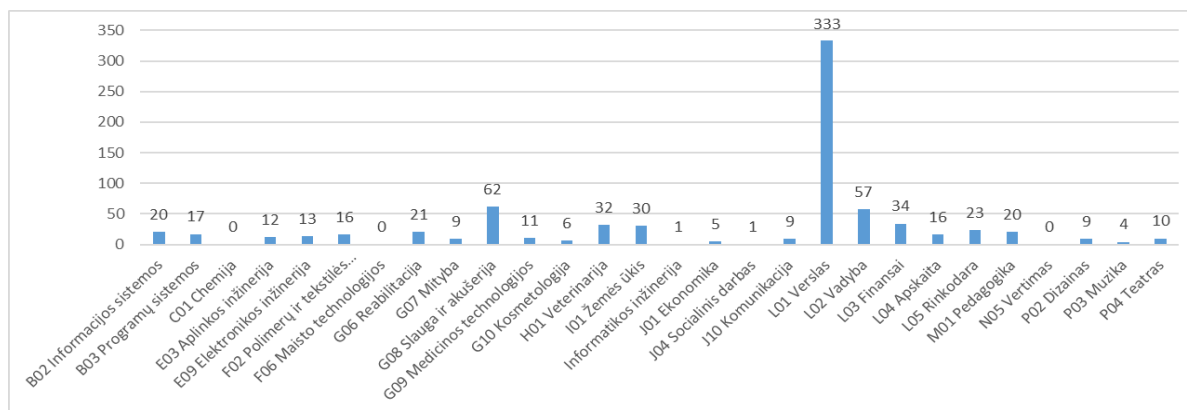


Figure 19: Total number of students having left for part-time study abroad in HEIs (15 study credits at the least) in 2016-2021

There was no mobility for part-time studies in the last 5 years in the fields of Chemistry, Food Technology and Translation. Lack of mobility in the latter programme was likely due to the specifics of the Lithuanian Sign Language Translation study programme registered in this field.

4.6. Developing lifelong learning activities

Vilnius UAS faculties provide a wide range of non-formal adult education and children's education programmes, courses, training, as well as long-term projects, for example, the PDF is a partner of the TĘSK (English: CONTINUE) project implemented by the National Education Agency (retraining programme for teachers), the ATF organises and implements a 160-hour non-formal continuing professional education programme Fundamentals of Farming (accredited by the Rural Business and Market Development Agency, code 296081073), and the BMF has been organising a 250-hour Guides' Training Courses since 2012, upon the completion of which and examination a certificate of completion of guides' training course is issued, on the basis of which the State Department of Tourism issues a guide certificate.

On 1 September 2021, the HCF started organising traineeships for further professional development of personal health care professionals (kinesitherapists, occupational therapists, dieticians, biomedical technologists and radiology technologists). The traineeships of the specified duration (18 hours / 36 hours / 60 hours / 72 hours) are required for the licensing of the above-mentioned healthcare professionals in accordance with the Rules on Licensing of Personal Health Care Traineeships approved by Order No V-2824 of the Minister of Health of the Republic of Lithuania of 4 December 2020.

Eight of non-formal adult education programmes and four children's non-formal education programmes of Vilnius UAS have been registered in the Open Information, Counselling and Guidance System (AIKOS).

A total of 179 non-formal education events were developed at Vilnius UAS and implemented in 2021 (Table 8).

Table 8. Non-formal education activities in faculties of Vilnius UAS

Indicator	Faculty	ATF	EIF	ECF	ACTF	PDF	HCF	BMF
Non-formal education programmes		12	8	4	5	5	45	9
Fundamentals of Farming		1						
Guide Training Course								1
Non-formal education (specialisation) programme							4	
Competence development courses for professionals							15	
Other non-formal education events in 2021			2	6	13	17	19	1

Number of unclassified students having completed non-formal education programmes.

The current value of the indicator is 567; the *Action Plan for the implementation of the Strategy 2021-2025* foresees for the target value of the indicator of 650 in 2023 and 800 - in 2025.

Funds received in the implementation of refresher training programmes

The share of funds received from the implementation of the refresher training programmes in the total funds received for TR&D activities is 44.2%. The increase in this indicator is due to the fact that the

implementation of two projects was completed and received the full funding which was planned after the implementation of the activities (the *Action Plan for the implementation of the Strategy for 2021-2025* plans for the target value of this indicator of 3% for 2023 and 4% - for 2025.)

Number of graduates from teacher retraining programmes per year.

The PDF is ending the implementation of the TĖSK project, which has provided 144 Lithuanian teachers with additional competences for working with pre-school, pre-primary and primary school children. The project was financed by the European Social Fund and the state budget of the Republic of Lithuania under the measure "Improving the Qualification of Teachers and Other Education System Staff" of Priority 9 "Public education and increasing the potential of human resources 09.2.1-ESFA-V-727" of the Operational Programme for Investment of the European Union Funds for 2014-2020, approved by Order No V-646 of the ESSM of 25 August 2017.

Number of certificates issued attesting recognition of competences

12 certificates of recognition of competences have been issued up to the reporting period. The aim is to have at least 15 such certificates annually by 2025.

Proportion of students having started and ended procedures (assessment and recognition of competences acquired through non-formal and informal learning)

The ratio of those who have started and completed the assessment and recognition of competences acquired through non-formal and informal learning (based on agreements) was 100% in 2021 (100% in 2020, 72% in 2019, 80% in 2018 and 100% in 2017); overall for 2017-2021 - 90%.

Table 9 shows the dynamics of lifelong learning measures and the number of participants in 2017 - 2021.

Table 9. Number of lifelong learning measures and participants

Indicator	Year	2017	2018	2019	2020	2021
Number of lifelong learning measures		n.d.	57	96	71	43
Number of participants in lifelong learning		1 848	1 463	2 979	3 783	3 098

4.7. Creating a modern study environment

4.7.1. Management of physical resources (infrastructure)

Study, student self-work, sports and leisure spaces. Adaptation of the physical environment and study resources of Vilnius UAS for students with special needs.

The measures set out in the *Action Plan for the implementation of the Strategy 2021-2025* aim to ensure that physical resources are used efficiently and rationally. The Statute of Vilnius UAS provides that after considering the proposals of the Academic Council, the Council of Vilnius UAS shall determine the procedure for the management, use and disposal of the funds of Vilnius UAS (including funds allocated for the salaries of the administration and other staff) and property held in trust.

Vilnius UAS owns 25 buildings with a total area of 102 562 square meters. The areas used for study and research purposes account for 50.9% of the total area owned by Vilnius UAS, while the dormitories make up 33.8%. Table 10 illustrates the areas and structure of the faculties. There are 4.6 square metres of study space per student.

Table 10. Areas allocated to faculties of Vilnius UAS

Faculty	ECF	ATF	PDF	EIF	ACTF	HCF	BMF	TOTAL
Total area, sq. m.		13 682,94		8 754,38	8 040,79	11 261,69	9 048,49	50 788,29
Study area, sqm.	2 169,68	1 739,93	1 282,73	2 724	4 399,5	6 178	4 575	27 468,34
Number of streaming classrooms	4	1	1	7	2	3	7	25
Number of seats in streaming classrooms	342	120	120	483	240	520	470	2 295
Gym area, sqm.		1 524				615	621	2 760
Number of places in the canteen		80		64		245	130	519
Dormitory area, sq. m.								34 672,27
Library area, sq. m.		440,42		187	280,9	400	334	1 767,42
Number of seats in reading rooms				42	48	62	48	301

The faculties of Vilnius UAS were located in different parts of Vilnius, which made it difficult to manage the institution, to maintain its internal integrity, and increased costs of maintenance. In order to create the right conditions for studies and rational use of state funds and assets, the faculties of Vilnius UAS were focused in two locations - Didlaukio and Studentų streets. The concentration of the faculties of Vilnius UAS in two academic campuses creates physical preconditions for further functional restructuring of departments of Vilnius UAS, improves interaction between the faculties, and allows for the creation of a modern study base enabling the successful implementation of the mission of the Vilnius UAS. Right arrangement of buildings and territories of all faculties, proper maintenance and adequate security are a hallmark of Vilnius UAS. All teaching buildings on Didlaukio and Studentų Streets are adapted for students with special needs.

In 2021, renovation works were scheduled to start on buildings of Vilnius UAS at J. Jasinskio Street 15, Dvaro Street 1, Didlaukio Street 45 and Didlaukio Street 49 under the Building Renovation Programme. In the course of the renovation works, heat substations will be replaced in some buildings, installing new equipment to automatically regulate heat energy, and insulating all the buildings being renovated, thus planning to save up to 50% of heat energy. In 2021, sports and fitness halls of Vilnius UAS were renovated at Didlaukio Street 45, Didlaukio Street 49 and Studentų Street 39. The flooring was renewed, the walls

were repainted and the equipment in the gyms was renovated. Outdoor fitness equipment was installed at the training building at Didlaukio Street 49.

Three rental agreements were extended in 2021. Having extended the rental agreements, 52,78 square meters were rented out, generating rental income of EUR 446,05 per month. In total, 916,35 square meters of temporarily unused space was rented in 2021.

Taking into account the necessity of the state real estate held in trust for the implementation of the areas of activity, functions and objectives set out in the founding documents of Vilnius UAS, Vilnius UAS plans to transfer to the State Enterprise Turto Bankas the building - dormitory located at Didlaukio Street 65, Vilnius (of the total floor area of 5 077,64 square meters).

4.7.2. Development of information and communication technology infrastructure

IT hardware and software upgrades

ITC of Vilnius University of Applied Sciences creates, maintains and develops information and telecommunication technologies of Vilnius UAS for members of the academic community, students and unclassified students, staff of the administration and other academic departments to carry out research, study and administrative activities. ITC aims to apply modern IT service systems, to develop the infrastructure taking into account new and advanced technologies and innovative solutions.

In 2021, Vilnius UAS allocated EUR 348 800 for all IT needs, of which EUR 256 200 were allocated for computer equipment, tools and network needs, EUR 125 600 - for the rent of software licences, system upgrades, extension programming and other instruments.

In 2021, as the global pandemic continued, ITC searched for ways to make it easier for Vilnius UAS community to work remotely. This has led to changes in the equipment planned for purchase. Ways were explored to provide a hybrid approach to lectures and events. To this end, new sets of equipment for videoconferencing and remote work were purchased, thus setting up (or using mobile) over thirty classrooms or laboratories in the faculties suitable for blended teaching.

To address the lack of direct secure connections to Vilnius UAS resources from external channels, new hardware and software was installed to enable more secure, reliable and stable connections to the internal network. Connection via the new equipment is promoted, gradually disconnecting the old equipment. This way, Vilnius UAS community always has access to Vilnius UAS information systems and internal service systems. For the purpose of servicing video sessions, additional computer cameras and other tools have been purchased to organise remote working.

Vilnius UAS community has been actively using the Teams communication tool not only for lectures, but also for various events, and individual teams were created to tackle different challenges. The number of Teams users has remained stable at over 6 000 users. On average, around 3 500 users use Teams on weekday and over 1 600 users on weekends. This last figure shows that Teams is not only a learning and working tool, but also a leisure time communication tool. Vilnius UAS community has created over 6 100 teams on the Teams platform, inviting over 3 000 users from outside Vilnius UAS, i.e. members who are neither employees nor students have been invited to participate in one way or another in these teams.

One drive personal repository is currently used by almost all employees and students at Vilnius UAS, containing over 2 million documents that take up over 8.8 TB (7.7 TB last year) of storage space.

Vilnius UAS employees and students use the Microsoft Office365 service. The ITC of Vilnius UAS serves over 6 900 employees, students and shared email accounts, with more than 6 700 users using the ITC at least once a week (last year these were two thirds of the total number). E-mails take up 5.8 TB of storage space (5.8 – last year).

Microsoft Forms have been used increasingly more often to quickly and efficiently create short surveys for students or employees, to integrate them into Teams, etc. On average, 10 to 20 different survey forms are created per day, with between 20 and several hundred users participating in them. The tool is therefore slowly gaining popularity for quick surveys, extending the range of useful tools for qualitative assessment of the study process.

As mentioned above, new software and hardware has been installed to connect to Vilnius UAS resources on the internal network. The storage of internal resources has been upgraded by expanding memory and hard disk capacity. New software for monitoring and fault notification of hardware and network equipment has been updated and implemented, allowing for faster response to various technical incidents. A new Moodle virtual learning environment (VLE) workstation has been installed with an updated version and integrated with the existing information systems. The number of wireless devices continues to be upgraded and expanded, densifying the more active user areas with new devices.

The computer network of Vilnius UAS currently includes 1 833 (1 790 - in 2019) computerised and mobile workstations, one computer per approximately 4 (3.6) full-time students.

376 queries (167 last year) were received via the Helpdesk system of Vilnius University of Applied Sciences, and were resolved. The system was used by both students and employees.

The overall traffic to websites of the faculties remains similar throughout the year. Figure 20 illustrates the graphical curve of users and page views.

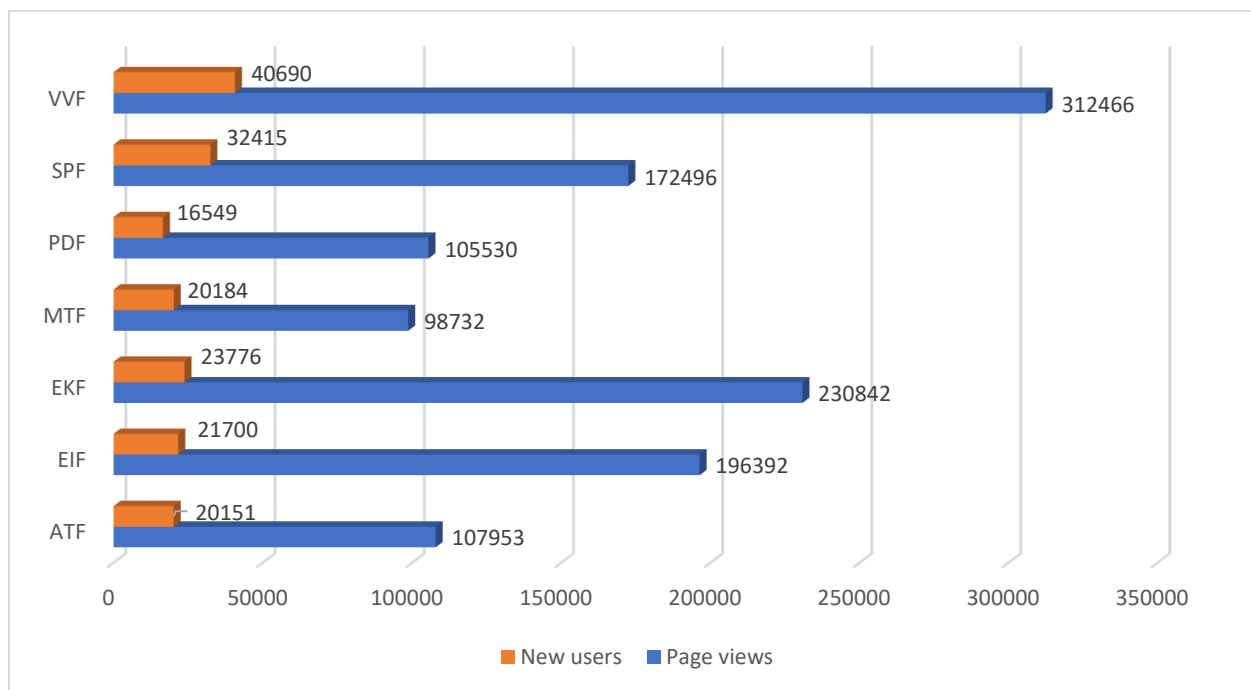


Figure 20: Number of users (visits), page views in Faculties in 2021

260 684 unique users visited the homepage of Vilnius UAS, with over 2 million page views. The English version received 21 311 users and 87 600 page views. The top three most visited websites of other departments were that of the Library (26 951 users), Distance Education (12 869) and ITC (8 341).

In 2021, the ITC started digitising teaching staff – department reports, which should eventually become the main source of information and data collection for quality assessments. Training on the new academic information system was held, also taking the first steps of deployment. Various virtual training

sessions were held on the use of Teams, the Moodle virtual learning system, the text matching tool, the survey system and other teaching tools and services. Teams groups of different profiles allow getting real-time advice on any technical and information system use-related issue from an ITC specialist.

4.7.3. Library activities and resources

Funds per student for library information resources. Library electronic resources

In 2021, EUR 159 500 was allocated for the purchase of resources for the Library of Vilnius UAS, which is 29% more than in 2020 (EUR 123 400), of which EUR 55 200 were allocated to for the purchase of new books and other documents (66% from foreign publishers), EUR 32 130 - for subscriptions to periodicals (including electronic publications, access), EUR 72 000 - for subscriptions (including membership fees) to electronic resources (books, databases). The amount spent on information resources per student is EUR 26.2, which exceeds the target of EUR 22 set in the *Action Plan for the implementation of the Strategy 2021-2025*.

1 990 new publications of 1 009 titles were added to the library's traditional collection: 1 788 (43% from foreign publishers) items were purchased, and 202 items were obtained through donations. Compared to 2020, 19.5% fewer publications were purchased, while 10.6% more money was spent due to the acquisition of more expensive books (or books the price of which has increased) from Lithuanian publishers, with an average increase in price of EUR 6.4 per book, i.e. 54.6%. During the reporting period, the Library's collection continued to be reviewed, out-of-date and worn-out publications were selected, and 13 061 items of 1 763 titles in the amount of EUR 55 800 were written off. The constant review of the library's collection and the refining of the relevant content have an impact on the size of the collection, which has been decreasing by 10 000 items every year since 2018 (Table 11).

In 2021, 98 titles (59.2% in foreign languages) of the 133 periodical sets were received, of which 20 titles are available in electronic format. Compared to 2020, the number of periodical sets decreased by 14.8% as a result of the withdrawal of non-demanded titles, while the number of electronic periodicals available remotely increased by 33.3%.

Table 11. Key performance indicators of the Library in 2017-2021

Library performance indicators	2017	2018	2019	2020	2021
Library collection (physical items)	172 661	172 611	163 253	152 224	141 153
Received per year (physical units)	2 706	3 603	2 581	2 344	1 990
Subscriptions to periodicals (titles)	126	136	127	115	98
Support received (EUR thousand)	1,1	1,5	0,9	1,06	1,12
Number of registered readers	8 208	7 683	8 105	7 775	7 831
Number of visits	176 760	158 042	126 568	49 445	31 342
Issue of documents (physical units)	256 703	171 845	181 781	116 913	96 852
Number of workstations in reading rooms	276	276	276	267	267
Number of Internet reading rooms	81	81	81	64	64
Computerised workstations for staff	29	29	29	27	27
Number of staff (FTE)	27	27	27	20	20
Bibliographic records in the e-catalogue (new titles)	751	954	847	894	840
Access to electronic documents (title)	410 430	435 929	493 538	724 483	729 277
Full-text document use (title)	65 374	59 805	99 575	440 688	440 265

In 2021, the number of electronic resources in the library increased significantly, by 35.7%, but Table 8 does not reflect this increase, because in 2020, Vilnius UAS had temporary free access to the Academic Complete database (ProQuest Ebook Central), and the number of books (188 000 items) in this database was reported in the 2020 indicator "Access to Electronic Documents (titles)". However, when looking at subscriptions purchased in 2021, the biggest increase was in the supply of e-books subscribed to, with a total of 429,000 full-text e-book titles available to Vilnius UAS users, an increase of 62% compared to 2020. 1 700 e-books of Lithuanian publishers in the following collections have been subscribed to: KTU, VGTU, Vitae litera, KU, KVK, and VDU; 427 300 eBooks from foreign publishers in EBSCO eBook Academic Collection (214 000), Academic Complete (Proquest Ebook Central) (188 000) and Skillsoft (25 000). The supply of scholarly journals and other continuing publications in subscription databases increased by 13.1%, with users having access to a total of 20 100 full-text journal titles in EBSCO Publishing (eIFL.net DB package - 9 databases), Computers & Applied Sciences Complete, Emerald Management eJournals Collection, Taylor & Francis and Springer Journals databases. In addition to books and serial publications, users had access to 280 000 titles of other resources, including: videos (EBSCO); over 500 plays and films, more than 450 interviews and 14 500 theoretical theatre materials (Digital Theatre); 169 300 music discs containing over 2.5 million music tracks (Naxos Music Online); and statistics and economic overviews (Passport). In addition to subscription resources, the Library also offers open access databases, individual publications and e-books (MRU, VU, VDU, OAPEN, SpringerOpen, etc.), standards of the Lithuanian Standards Department (52 000 items), which are available through the Vilnius UAS virtual library or through links on the Library's website. The supply of electronic publications has been increasing year by year, while the traditional collection has been decreasing, so the gap between the supply of electronic and physical publications increased in 2021 (Figure 21). Electronic publications account for 84% of the total library's resources, exceeding the targets set in the *Action Plan for the implementation of Strategy 2021-2025* (80%).

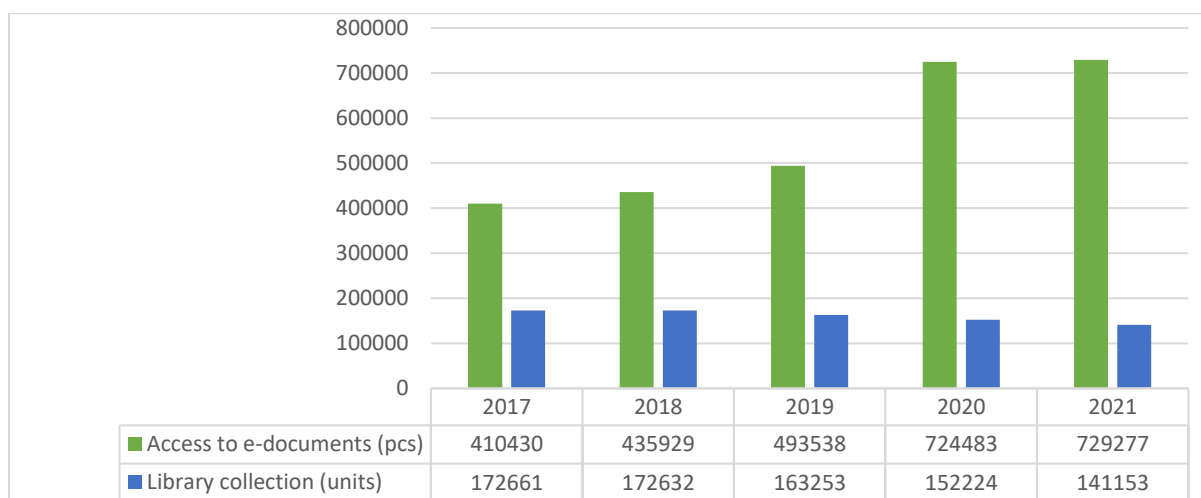


Figure 21. Dynamics of the number of physical and electronic documents in the Library of Vilnius UAS in 2017-2021

During the reporting period, the library subscribed to a total of 21 databases, most of them (12) - through the LMBA project "eMoDB.LT3" with only a co-financing fee, and 1 database funded by the Ministry of Culture. From 1 April 2021, after the end of the eMoDB.LT3 project, Vilnius UAS subscribed to 8 databases at its own expense, and at the end of the year, after the additional funding from the MoEYS for the

subscription of the databases, it paid the co-funding fee for the subscription of the databases for the year 2023, which resulted in an increase of the funds for electronic resources by 56.7% in 2021 (EUR 29 300), with a total of EUR 81 000 spent on all electronic resources (including membership fees).

In 2021, due to the COVID-19 pandemic, physical access was limited and in the first half of the year, studies were held remotely, which resulted in a decrease in physical attendance (Table 11) of 36.6%, but it was not as significant as in 2020 (61%). The rate of lending of publications also decreased, by 17.2%, which better reflects a decrease in the place of issue of documents (in reading rooms, etc.), and the decrease in the number of documents issued at home – a mere 5%. The pandemic period has shaped new habits of library users, who are much less likely to visit the library's physical premises and more likely to use the library's remote services, as shown by the number of virtual visits to the library, which, unlike physical visits, has more than doubled, up 147% (127 000, 52 000 - in 2020). In 2021, the number of views of the library's web pages (LT and EN) totalled 122 000, the number of users who participated in distance learning (including views of training in Stream (Office 365)) reached over 4 300, and the number of views of the virtual exhibitions of new books in Sway (Office 365) was 1 300. The rate of use of electronic resources (Table 11) has remained stable and almost unchanged, with around 440 300 documents or pages downloaded and viewed in 2021.

However, in order to ensure that students use not only electronic, but also print publications, for the convenience and safety of users (during the pandemic), the library purchased a book vending machine that can provide 24/7 borrowing and returning of books to the BMF.

The library provides ongoing training and individual consultations on library services, resource and information search, plagiarism check, citation and bibliographic data management tools, with a total of 122 training sessions held in 2021 (40% more than in 2020), 86 of which were held remotely on Teams. 3 600 participants attended the trainings. The BMF launched the "Introduction to Information Literacy" lecture series; training videos were produced and uploaded to the Stream environment, which had 1 700 views.

840 new bibliographic records were created in the electronic catalogue ALEPH of the Vilnius UAS Library in 2021, 319 scientific and artistic publications of staff of Vilnius UAS were registered in the eLABa PDB repository, with a total of 1 800 registered publications (2 500 attributed to the institution's authors).

INSIGHTS FOR IMPROVING PERFORMANCE

Increase the number of accredited fields of study for the maximum period. Focus on follow-up activities to ensure that measures are put in place to address shortcomings identified during the external evaluation and that the recommendations of experts of the last external evaluation are taken into account in the development of the fields of study and in the preparation for the next evaluation of the fields of study.

Increase student participation in surveys and improve the student-centred study process based on survey results. Strengthen student involvement in the discussion of survey results and decisions taken.

Support active involvement of social partners in internal quality assurance. The most developed areas of joint cooperation are the implementation of student internships and final internships, supervision and review of final theses, participation in the evaluation of final theses, joint applied research, conferences, public lectures, competence development courses, educational, cultural and artistic events, project and educational activities, support for various events of Vilnius UAS and for the active students, and the solution of common social problems.

The Aim to stabilise the process of students dropping out from student lists. There was a slight increase in the number of drop-outs in the 2020-2021 academic year. The share of drop-outs in the total number of students at Vilnius UAS was 16.16% (14.7% in the 2019-2020 academic year). This figure is higher than the target set in the *Action Plan for the implementation of the Strategy 2021-2025*, which aims to reduce the percentage of students dropping out from their studies to 13% of the total number of students enrolled in the respective year. In the implementation of the Plan for the Reduction of the Number of Drop-outs approved by Order No. V- 363 of the Rector of Vilnius University of Applied Sciences of 1 December 2020, the faculties hold adaptation events in the academic and social

environment of Vilnius UAS (individual interviews with students, group meetings of students with the Faculty Administration, meetings with social partners and alumni, introductory lectures to studies, etc.) aimed at improving the system of raising awareness of applicants and students, strengthening students' motivation to study and developing an environment conducive to studies. To motivate students to study, individual study plans are offered, the change of study form from full-time to sessional study is proposed, study plans are adjusted by changing the arrangement of subjects in semesters, study tutors are appointed for first-year students, flexible timetables are created, academic holidays and suspension of studies are offered, and psychological counselling is provided.

International strategic partnerships in study and applied research, experimental development and artistic activities should be further strengthened. It is necessary to systematically analyse the performance of partnerships at different levels of Vilnius UAS (department - faculty - institution), identifying the strengths of each partnership and eliminating non-performing partnerships.

The new Erasmus+ 2021-2027 programme phase will pay particular attention to the digitalisation, greening and inclusiveness of international mobility, and to increasing access to mobility for disadvantaged students in particular.

In order to significantly improve the interaction between the faculties and to create a modern study base, Vilnius UAS continues to implement the idea of two academic campuses: to improve the infrastructure of the ATF, ECF, PDF, and to purchase new equipment for studies in the building located at Studentų St. 39A, as has already been done in the HCF and BMF Didlaukis academic campus.

In order to improve living conditions of students in the dormitories and to reduce heating costs, dormitory rooms and common areas should undergo consistent renovation, refurbishing/ renovating the buildings.

In order to save energy resources and reduce utility costs at Vilnius UAS, buildings located at J. Jasinskio St. 15, Dvaro St. 1, Didlaukio St. 45 and Didlaukio St. 49 must be renovated.

Vilnius UAS should continue to dispose of buildings that require high maintenance costs, are not used for the study process, and do not add value, transferring these buildings under the centralised management of the State Enterprise Turto bankas.

To create a modern study infrastructure, a modern Information Resource (Library) Centre is to be established in the premises of the Studentų St. 39A building complex, combining the library collections of libraries of the ECF, ATF and PDF.

5. DEVELOPING APPLIED RESEARCH, EXPERIMENTAL DEVELOPMENT AND IMPACTFUL PROFESSIONAL ART OF GLOBAL RELEVANCE (STRATEGIC OBJECTIVE 2).

5.1. Strengthening strategic partnerships in AR&D, professional arts and project activities, focused on social responsibility and innovation.

Delivering the Strategic Partnership Programme of Vilnius UAS

In the implementation of the measures of the task "To strengthen strategic partnership oriented towards social responsibility and innovation in R&D, professional arts and project activities" of the second objective of the Strategic activities of Vilnius UAS "To develop applied scientific research, experimental development and professional arts relevant to the business world", the *Programme of Strategic Partnership of Vilnius University of Applied Sciences for 2021-2025* was prepared and approved by Order No 354 of the Rector of Vilnius UAS of 16 December 2021. The programme provided for the purpose, directions, implementation and coordination of the strategic partnership. The aim of the programme is to develop strategic partnership, to carry out applied research, experimental development, artistic activities, international academic mobility, and to engage in the implementation of the strategic plans and programmes of the region, thus improving the quality of the services provided and impacting the region and the country. The Strategic Partnership Programme outlines the principles of strategic partnerships, discusses the specificities and importance of strategic partnerships in higher education, provides examples of good practice from abroad, and offers practical advice for strategic cooperation at institutional, faculty and departmental levels. Based on the *Recommendations for Strategic Partnerships* and the strategic partnerships identified by the Departments, the Faculties and Vilnius UAS annually identify national and international strategic partners, including the European Association of Higher Education Institutions (EURASHE), alliances and foreign higher education institutions, the municipalities of Vilnius city and Vilnius district, business enterprises operating in Lithuania, public establishments and educational institutions, charity and support foundations.

The programme is implemented in accordance with the Action Plan for the implementation of the Strategic Partnership Programme 2021-2025, in the areas of strategic partnership activities such as governance, study and research (art) activities, quality assurance, and the impact on regional and national development.

As part of the Strategic Partnership Programme, in the 2020-2021 academic year, Vilnius UAS or units of Vilnius UAS have concluded 67 bilateral cooperation agreements with Lithuanian business enterprises, public establishments and educational institutions. In the 2020-2021 academic year, Vilnius UAS concluded bilateral cooperation agreements with 283 foreign higher education institutions from 45 countries. In the 2019-2020 academic year, Vilnius UAS or units of Vilnius UAS concluded 53 bilateral cooperation agreements with business enterprises, public establishments and educational institutions operating in Lithuania, committing to receive representatives of institutions on the basis of cooperation to give lectures, participate in events, carry out R&D activities, provide consultations, inform members of the academic community about job, professional and final internship or traineeship opportunities. In the 2019-2020 academic year, Vilnius UAS concluded bilateral cooperation agreements with 293 foreign higher education institutions from 42 countries (in 2018-2019, 279 agreements were concluded with foreign higher education institutions from 42 countries). In recent years, the focus has shifted from increasing the number of agreements to the effectiveness of partnerships. The impact of Vilnius UAS on regions and the country

has increased through consistent implementation and development of strategic partnership activities, also responding to market needs.

Implementation of AR&D and Arts Activity Programme of Vilnius UAS

In 2021, AR&D and arts activities of Vilnius UAS were guided by the Guidelines for Applied Research, Experimental Development (AR&D) and Arts Activities (Annex 1 to the Description of the AR&D and Arts Activities approved by Order No. V-226 of the Rector of Vilnius UAS of 2 July 2020), and are aimed at planning, organising, evaluating and coordinating the activities of research teams in different scientific/arts fields. The list of research groups of Vilnius UAS and their coordinators by scientific/artistic fields was approved by Order No. V-128 of the Rector of Vilnius UAS of 29 April 2020 "On the Approval of the List of Research Groups of Vilnius UAS and their Coordinators by Scientific/ Artistic Fields for 2020-2021". 30 research groups (3 of them by artistic fields) have been formalised in 14 scientific fields and 3 artistic fields (6 – in scientific fields and 2 – in artistic fields).

Applied research, experimental development and artistic activities aim to ensure the quality of studies, strengthen science/ art/ business cooperation, study/ research/ innovation interaction, promote the dissemination of research results, and promote the integration of research results into the Lithuanian and European Higher Education Area.

In the implementation of the measures of the task "Strengthen strategic partnerships in social responsibility and innovation-oriented strategic partnerships in AR&D, professional arts and project activities" of the strategic activity of Vilnius UAS, Vilnius UAS carried out 15 *Quality and Competence Assurance* studies in 2021 (18 studies were conducted in 2020 and 29 - in 2019), 3 of which are ongoing studies (8 ongoing studies in 2020 and 15 – in 2019), 3 interdisciplinary studies (2 interdisciplinary studies in 2020); 8 *Business Environment and Labour Market Analysis* studies (16 studies in 2020, and 13 - in 2019), 3 of which were commissioned studies; 22 studies in the field of *Technology and Life Sciences* (13 studies – in 2022 and 15 studies – in 2019), of which 7 were commissioned applied studies, and 1 is ongoing; 34 *Applied research on specialised topics* (26 studies in 2020 and 22 – in 2019), 5 of which are commissioned studies, 8 - ongoing studies, 1 research-business project, one international and one inter-institutional study, and 3 - innovation-related studies (9 studies in 2020 and 4 studies in 2019).

In 2021, the ATF's applied research activities in the areas of *Business Environment and Labour Market Analysis* (1 commissioned study), *Technology and Life Sciences* (8, including 7 commissioned studies), and *Specialised Topics* (3, including 2 commissioned studies) were carried out by two research teams in the areas of Agricultural Sciences in the field of *Agronomy* and *Veterinary Sciences*, and by one Research Team in the field of *Life Sciences in the area of Chemical Science*.

In the EIF, applied research in the areas of *Quality and Competence Assurance for Studies* (4, including 1 interdisciplinary), *Technology and Life Sciences* (8), *Specialised Topics* (2) and *Innovation* (1) was carried out by two *Life Sciences* research groups the in the *Computer Science* field and three *Technology Science* research groups in *Electrical and Electronic Engineering*, *Computer Engineering*, *Chemical Engineering* and *Materials Engineering* fields in 2021.

Applied research on *Business Environment and Labour Market Analysis* (2, including 1 interdisciplinary) was carried out by two *Social Science* research groups in the field of *Economics* in the ECF in 2021.

In PDF, applied research in *Specialised Topics* (2) was carried out by a single group of researchers in the area of *Social Sciences in the field of Sociology*.

In 2021, the HCF carried out applied research in the fields of *Quality and Competence Assurance in Studies* (1 ongoing applied research), *Technology and Life Sciences* (3, including 1 ongoing research),

Specialised Topics (13, including 7 ongoing research and 1 research-business project) by the *Medical and Health Sciences* research groups in the fields of *Public Health Science* (4 research groups) and *Nursing Science* (1 research team).

In BMF, applied research in the areas of *Quality and Competence Assurance of Studies* (6, 2 interdisciplinary and 2 ongoing), *Business Environment and Labour Market Analysis* (5, 2 of which were commissioned), *Specialised Topics* (6, 3 of which are commissioned, 1 - ongoing, 1 inter-institutional), and *Innovation* (2) were carried out by five *Social Science* research groups in the fields of *Management* and *Education* in 2021.

In 2021, the UKC research team carried out *Studies on Quality and Competence Assurance* (3) in the fields of *Educational Science* in the *Social Sciences* and *Philology* in the *Humanities*.

In 2021, applied research and artistic activities in the fields of *Quality and Competence Assurance of Studies* (1), *Technology and Natural Sciences* (3, including 1 commissioned project), and *Specialised Topics* (8, including 1 international project) were carried out by two groups of researchers in the *Performing and Screen Arts* area and an interdisciplinary group of researchers in the *Performing Arts* area, the *Design* field, and the *Materials Engineering* field of the *Technology Sciences* area.

Twenty-three (23) Applied Consultancy/Outsourcing contracts were awarded to natural and legal persons, public bodies, businesses, municipalities and associations in 2021 (18 – in 2020 and 7 – in 2019).

Revenue from strategic partnerships between AR&D and arts activities

Cooperation agreements are signed and executed every year to develop social responsibility and innovation partnerships in AR&D, professional arts and project activities with Lithuanian science, study and business centres, national agencies, associations, confederations, the Vilnius Chamber of Industry, Commerce and Crafts and other influential entities. The share of revenue from strategic partnerships for AR&D and arts activities (percentage) of the total revenue from AR&D and arts activities in Vilnius UAS has been analysed. In 2021, the revenue from strategic partnerships for AR&D and arts activities amounted to EUR 660 400, which represented 50.9% of the total revenue from AR&D and arts activities at Vilnius UAS (revenue from strategic AR&D and arts partnerships totalled EUR 195 000 in 2020, EUR 191 000 – in 2019, and EUR 179 000 – in 2018).

International and national projects

The number of international and national projects is an important indicator in developing partnerships with international strategic partners, other Lithuanian HEIs and research institutes in international and national projects. In 2021, Vilnius UAS participated in 62 international and national projects (53 in 2020) (see Annex 9), of which 35 (30 in 2020) were international projects, 16 were EU Structural Funds projects (10 in 2020), 7 were funded by the ESSM (6 in 2020), 3 were funded by the Lithuanian Research Council (1 in 2020), and 1 was funded by the State Fund for Strengthening Public Health. 22 projects were led by Vilnius UAS (24 in 2020) and 40 were partner projects. In 2021, the International Relations and Projects Office launched a series of dissemination seminars for the VIKO community. 7 seminars were organised, where 20 speakers shared their experience presenting over 10 different programmes and funds, about 50 different project activities and results. Challenges in project implementation were summarised, discussed, and common solutions were sought. Most of the project activities in 2021 were carried out remotely due to the impact of the global pandemic. Fortunately, this did not stop the projects, however moving activities to a remote space required a lot of extra effort from the project implementers and participants.

As part of the Nordplus Higher Education project "Intensive course Safety of dairy products", ATF is organising intensive training courses for students to improve their knowledge of the factors influencing milk quality and the importance of quality factors for the downstream processing industry or the consumer. The Erasmus+ KA2 project "Digital Support in Chemistry Teaching (DISTINCT)" was funded in 2021 and will be implemented in 2022-2025. The main objective of the project is to explore an appropriate approach to the digital transformation of chemistry in the context of the pandemic situation (COVID), to develop digital pedagogy, blended learning provisions. Among the national projects, a project implemented in cooperation with the Vilnius City Municipality aims to intensify the use of the environment of educational institutions in the territory of the Vilnius City Municipality for educational purposes.

The EIF has successfully completed the Erasmus+ KA2 project "Knowledge Alliance for Business Plan Assessment: a Digital Solution", which continues the development of an innovative digital tool to prepare a business plan based on the CANVAS model, test it with artificial intelligence, and assess the strengths and weaknesses of the business plan. The tool will integrate systems providing information on macroeconomic indicators. This advanced tool will be used by students who will have to prepare a business plan as a final assignment and by future entrepreneurs planning to set up their own business. In the later stages of the implementation of the project, the plan is to also involve the Faculty's student programmers in the activities. The EIF Computer Engineering Department, the Robotics Workshop and Kharkiv National University of Radio Electronics have been involved in the Robot Humanoid project, in the course of which a human-sized robot is being designed, manufactured, assembled, tested and programmed.

The projects developed and delivered by the ECF focus on enhancing students' entrepreneurship, knowledge and skills. Students are introduced to innovative learning spaces, aiming to encourage their initiative and leadership. Their attention is drawn to social issues, such as the needs of the socially vulnerable and persons with disabilities. The Erasmus+ Strategic Partnerships partnership project "Economics of Sustainability" continues successfully, enhancing students' understanding of sustainability issues by highlighting key sustainability issues that play a major role in today's society and whose solutions will contribute to their future and to the country's sustainable development. The Nordplus Horizontal project ENT+ continues, creating an international network of suprapreneurship between Lithuanian, Finnish and Norwegian universities. The number of projects submitted to and won by the ECF has increased compared to previous years, especially in Erasmus+ programme projects.

The projects implemented by the ACTF have expanded the Faculty's internationalisation activities, provided opportunities to maintain contacts with partners and to establish contacts with new social partners, to develop the academic community and students, and to improve the study programmes. "Icelandic Language: the Ethinc Process" is a project involving 12 students and graduates of the Faculty's Musical Theatre programme, who participated remotely in the Siglufjordur Folk Music Festival in the north of Iceland. Another project worth mentioning is the European Network to Connect Research and Innovation Efforts on Advanced Smart Textiles (CONTEXT) project, which aims to bring together EU researchers, manufacturers and social stakeholders in a common network to develop joint initiatives for the development and production of innovative and smart textiles (<http://www.context-cost.eu/>).

The PDF has successfully completed the Erasmus+ KA2 project "Improving the competences of adult deaf educators in the field of interactive and distance training", which provided competences for personal assistants for the deaf, sign language interpreters and teachers of sign language translation. The project "Technological Innovations in Social Work" modernised social work programmes together with partners from Estonia and Finland. The Erasmus+ KA2 project "Teachers' competences for the education and social inclusion of refugee and migrant children (0-8 years)" should be distinguished. The project develops multimedia audiovisual material to develop the competences of future teachers to work with refugee and

migrant children and to increase their social inclusion. In collaboration with future teachers from foreign countries, students share good practices in the inclusion of refugee/migrant children in the education system, work together to complete tasks, and listen to stories from refugees and volunteers working with refugees. The Erasmus+ Strategic Partnerships project "Hanging out! Outdoor Education as a Way to Enhance the Quality of Early Childhood Education and Care and to Promote Active Citizenship", which aims to integrate more sustainable "outdoor education" into primary education, to broaden the perspectives of outdoor education by using the outdoors as a tool to improve the quality of education and to promote citizenship, has continued.

The strengths of this year's project activities include the successful experience in the ESSM and LMT competitions, and the productive partnership in the Nordplus projects. The list of international projects of the Faculty includes: 2 projects funded by the Nordplus programme, where the Faculty participates as a partner, and 1 project developed together with two other faculties of Vilnius University of Applied Sciences for the Lithuania-Ukraine cooperation programme. Two more international project applications were submitted under partner rights and launched in 2021: "SCULT Point: Easy Access to Sports Through Technology" (coordinated by SCULT Point, Estonia) and Quality Assurance System to Ensure the Efficiency of Innovation in the Field of Education - "Q-Innovation" (University of Valladolid - Uva, Spain).

The HCF project activities have given teachers the opportunity to improve their English language skills and other communication skills, as well as to establish contacts with foreign educational and social service providers. Teachers were involved in the project "Age-friendly society - Innovation, education and technological solutions" and carried out a review of activities/projects on active ageing; they were involved in the European Cooperation Initiative on Science and Technology; invited to participate in the project "Enhancing Research and Innovation Capacities of Personnel in Professional Higher Education" (RECAPHE) curated by the Jagiellonian University (Poland) and developed a profile of competences and learning outcomes in professional higher education during the meetings; collaborated with the Rehabilitation Centre of Valakupiai in the project "Developing Injury Prevention Skills for Healthy Ageing".

Project activities of Vilnius UAS not only allow for the development of internationalisation, but also strengthen the research competences of students and teachers, contribute to the development of intercultural, cooperation and communication competences, and have contributed to social responsibility and sustainable development activities relevant to the whole region. The involvement of students in the projects has contributed significantly to their motivation to learn, and has also made Vilnius UAS more internationally known and increasingly invited as a partner in international projects. Table 12 provides statistics on projects implemented at Vilnius UAS in 2017 – 2021.

Table 12. Statistics on projects implemented at Vilnius UAS in 2017-2021

Number of projects	Year	2017	2018	2019	2020	2021
Total projects, including:		27	34	38	53	62
1. International:		23	19	19	30	35
Erasmus +		17	12	11	14	24
Others		6	7	8	16	11
2. National:		4	15	19	23	27
EU structural funds		2	10	10	10	16
Others		2	5	9	13	11
3. College as the coordinator		9	13	11	24	22
4. College as a partner		18	24	27	29	40

Revenue (funds raised) from international projects

In 2021, revenue (funds raised) from international projects amounted to EUR 435 200, or 31.2% of the total funds raised for the AR&D.

Membership in international HEI and professional networks

In the 2020-2021 academic year, Vilnius UAS continued its institutional membership in activities of 14 international associations and joined two new ones (Annex 10, Table 1). Individual membership of Vilnius UAS staff continued in three associations (Annex 10, Table 2). Vilnius UAS also continues to participate in the two Nordic-Baltic Nordplus networks *Act in Art* and *NordPuls of the Nordic-Baltic Cooperation Programme* in education.

The list of activities for participation in networks and associations includes active participation in the governing bodies of associations, annual conferences and other meetings, and the design and implementation of joint projects and studies. The global pandemic ongoing in 2020-2021 has certainly put a stop to many physical meetings and events, but many of them have moved online - teleconferences, workshops, project coordination meetings.

Dr Nijolė Zinkevičienė, Vilnius UAS Deputy Rector for Science and Partnerships, continues to serve on the newly elected *EURASHE* (European Association of Institutions in Higher Education) Council. EURASHE continues to focus on the development of professional higher education institutions, but has recently increased its focus on the development of flexible and future-oriented studies in a digitalised society, the development of applied research and user-oriented innovations in professional higher education, and the involvement of higher education institutions in this sector in the development of regions. As the Chairperson of the Research and Development Committee of the Conference of Rectors of Lithuanian Colleges, Dr. N. Zinkevičienė is responsible for the dissemination of the Association's activities not only at Vilnius University of Applied Sciences, but also at the national level.

In the implementation and development of principles of social responsibility and sustainable development, Vilnius UAS participates in the United Nations Global Compact. It has an account on the website of the organisation: www.unglobalcompact.org/what-is-gc/participants/134331-Vilniaus-Kolegija-University-of-Applied-Sciences, integrating the principles of social responsibility and sustainable development into its activities and producing annual reports.

In many cases, participation in association activities allows for a higher quality and more intensive development of project activities. For example, the *COST* project *CONTEXT* carried out in the 2020-2021 academic year aims to bring together EU researchers, manufacturers and social stakeholders in a common networking framework to develop joint initiatives for the development and production of innovative and smart textiles. *PEN Worldwide* association is a permanent partner in Erasmus+ Strategic Partnerships (currently implementing two joint projects, while a third project was completed at the end of 2020). Like many others, this association acts as an intermediary in finding internship placements and recommends reliable HEIs for joint events and future projects. The *Comenius Association* is working on Erasmus+ projects and, since 2017, the Parenting Consortium programme has been launched, which is carried out through distance learning and international weeks, with programme materials developed and a scientific publication planned.

In member associations, activities also include the evaluation of new member applications (e.g. *CDIO*), representation and improvement of study programmes (adjusting study programme results, study plan and curricula), taking into account the most recent guidelines in the relevant field, e.g. *SPACE*, *ENPHE*, *EFAD*, *EFRS*.

A more notable Nordplus event was the NordPuls Express mobility project with the Jazeps Vituols Latvian Academy of Music (JVLMA) at the end of August 2020, which was attended by teachers and students of the ACTF.

As mentioned above, in the 2020-2021 academic year, some of the associations' activities were put on hold due to the pandemic, and some of the activities have successfully moved to electronic environment, allowing the whole community to get involved. For example, in 2021, teachers of the ACTF participated in a teleconference held by *the AEC* together with students.

In order to develop the representation of study programmes, Vilnius UAS has joined two new associations: the EuroCHRIE (Tourism and Hospitality) and the ICA (Advertising and Communication).

5.2. Developing research competences of teaching staff

Training for the development of research competences of teaching staff held at Vilnius UAS

The indicator "To develop research competences of researchers" in the *Action Plan for the Implementation of the Strategy 2021-2025* (measure "Organise activities to improve research competences of teaching staff") was exceeded in 2021, i.e. 7 (instead of the planned 5) events were organised for the purpose of targeted training to improve research competences of teaching staff (Annex 16). 212 teachers-researchers participated in these training events organised by Vilnius UAS.

Dissemination of the results of the RECAPHE project (targeted research project)

Vilnius University of Applied Sciences has participated in the international project "Enhancing Staff Research and Innovation Capacity in Professional Higher Education" (RECAPHE) together with Jogaila University (Poland), the coordinator of the project, as well as with partners from Ireland, Portugal, German universities, Polish and Maltese companies and EURASHE. Most of the project activities were carried out remotely.

The aim of this project is to enhance the profile of applied research and innovation in European professional higher education - in the institutions themselves and in the regions where they operate. The project aims to draft a Description of Applied Research and Experimental Activities in European Professional Higher Education Institutions; identify the competences needed by researchers in these institutions; help researchers in VET institutions to strengthen their capacities; and provide a clear vision and strategy for applied research and experimental development in Europe.

The dissemination of the RECAPHE project results took place on 2 March 2021 during the International Teaching Week of Vilnius UAS. Project participants Dr. Marek Frankowicz, Dr. Aleksandra Lis (Poland), Laura Eigbrecht (Germany) and Ruth Moran (Ireland) gave the presentation on the topic "Enhancing Staff Research and Innovation Capacity in Professional Higher Education (RECAPHE project)", and the event was moderated by Vilnius UAS Deputy Rector for Science and Partnerships Nijolė Zinkevičienė.

The results of the RECAPHE project were also disseminated at the EURASHE teleconference on 21 May 2021. The presentation on "Enhancing Staff Research and Innovation Capacity in Professional Higher Education" was given by Nijolė Zinkevičienė, Vilnius UAS Deputy Rector for Science and Partnerships, and Ruth Moran from Ireland (Institute of Technology Sligo).

On 13-17 December 2021, the RECAPHE international project partners' meeting was held at Vilnius UAS. The project results were planned to be disseminated to representatives of other Lithuanian universities of applied sciences during the partners' meeting in December, but this idea was later waived due to the threat of a pandemic.

Participation in training courses organised by other institutions to improve research competences

In 2021, teachers developed their research competences in the activities of the international RECAPHE project (9 researchers of Vilnius UAS took part in the project). As many as six (6) Vilnius UAS teachers defended their PhD theses. On 15 January 2021, Dr. Keisha LaRaine Ingram, a teacher at the BMF, defended her PhD thesis in the management field entitled "The impact of the higher education policy on the development of human-centric innovation ecosystems in Lithuania".

On 25 May 2021, Jurgita Kazlauskienė, Vice-Dean of the Institute of Health Sciences, Faculty of Medicine, Vilnius University, defended her doctoral thesis in the field of public health. The topic of her dissertation was "Factors influencing post-traumatic stress disorder, depression and suicidal ideation in breast cancer patients".

On 16 December 2021, Inga Jančauskienė, lecturer at the Department of Landscape and Agribusiness Technologies of the ATF, defended her thesis "Optimisation of the in vitro morphogenesis process of the giant Miscanthus (*Miscanthus x giganteus* J.M. Greef, Deuter ex Hodk., Renvoize) by exogenous factors" at the Vytautas Magnus University in Lithuania.

On 17 December 2021, Alina Katunian, Head of the Department of Tourism at the Mykolas Romeris University, defended her dissertation in the field of management science "Development of Tourism Human Resources in the Context of Inter-institutional Cooperation".

On 28 December 2021, Jurgita Tuitaitė, lecturer at the Rehabilitation Department of the HCF, defended her doctoral dissertation in the field of educational science "Formation of professional identity of future physicians: patient-physician educational interaction using narrative medicine" at Vytautas Magnus University.

On 29 December 2021, Renata Kondratavičienė, lecturer at the PDF, defended her doctoral dissertation in the field of education "Critical and Creative Thinking Skills of Primary School Students in Mathematics and their Development Using Virtual Learning Environment".

5.3. Dissemination of the results of AR&D, professional arts and project activities

Scientific publications. Dissemination of AR&D and artistic results to the professional community and the general public.

As part of the second objective of the Strategic Operational Objective of Vilnius UAS "To develop applied research, experimental development and impactful professional arts of relevance to the business world", "To effectively disseminate the results of AR&D, professional arts and project activities", ensuring the dissemination of results of AR&D, professional arts and project activities and their exploitation to the research community, the general public and stakeholders (pupils, students, employers, national and international professional associations, research organisations, etc.)) in scientific journals, refereed databases, the website of Vilnius UAS and mass media.

There was a total of 181 publications on the dissemination of the results of scientific and art activities in 2021 (Table 13). Compared to previous years, the number of scientific and art publications submitted by teachers of Vilnius UAS has decreased due to a decrease in the number of publications at a high scientific level and in the number of professional publications (dissemination of the results of AR&D and the artistic outputs to the professional community and to the public at large) (280 publications in 2020 and 284 publications in 2019). Meanwhile, the number of presentations at national and international association events, conferences and national joint publications remains similar (Figure 20). The number of cross-cutting publications in 2021 (with at least 2 scientific fields) and international joint publications is insignificant, 5 and 6 publications, respectively, (2 and 9 publications in 2020, respectively). The share of international joint

publications (as a percentage of total publications) in the total publications of Vilnius UAS has slightly increased to 3.32% in 2021 (3.21% in 2020 and 2.46% in 2019).

Table 13. Statistics on publications and presentations of Vilnius UAS in 2017-2021

Code

01 scientific monographs, research papers, scientific articles published by internationally recognised foreign publishers in peer-reviewed scientific journals included in the *Clarivate Analytics Web of Science* or *Scopus* list of refereed journals, with a citation index

02 research articles in peer-reviewed scientific journals listed in *Clarivate Analytics Web of Science* or *Scopus* database of refereed journals with no citation index

03 research articles in peer-reviewed journals listed in *Clarivate Analytics Web of Science* or *Scopus* Conference Proceedings

04 abstracts of presentations/articles in peer-reviewed scientific journals listed in *Clarivate Analytics Web of Science* or *Scopus* Abstracts

05 research articles in peer-reviewed scientific journals, foreign and Lithuanian, included in international databases and not included in Groups 01 and 02

06 scientific articles in peer-reviewed publications of the Conference proceedings from abroad and Lithuania, included in international databases and not included in group 03

07 abstracts of papers presented at conferences abroad and in Lithuania and not included in Publication Group 04. Conference papers **peer-reviewed but not included** in international databases.

08 Publications disseminating the results of AR&D and artistic activities to the professional community and the general public (non-scientific publications)

	Year	Publication type (codes 01-08)	2017	2018	2019	2020	2021
Publications							
Total number of scientific publications			261	260	284	280	181
Of which:							
Number of high-level scientific publications (01-04)		01-04	32	41	69	93	51
Number of (professional) publications disseminating the results of AR&D and artistic activities to the professional community and the general public		08	151	203	147	93	41
Number of presentations at national and international association events and conferences		05-07	78	16	68	94	89
Number of cross-cutting publications (at least 2 areas)			3	3	5	2	5
Number of national joint publications			18	15	14	20	20
Number of international joint publications			6	5	7	9	6
Share of international joint publications (%) in total publications at Vilnius UAS			2,30	1,92	2,46	3,21	3,32

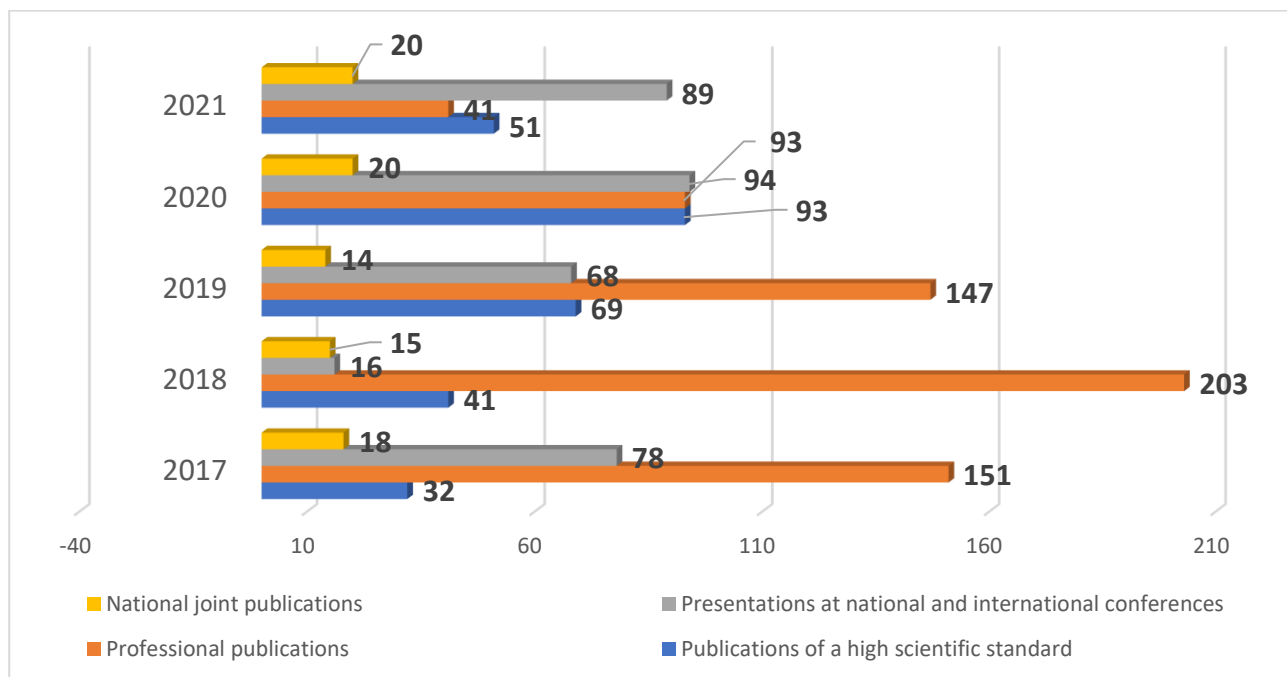


Figure 22: Dynamics of the number of publications by teaching staff of Vilnius UAS in 2017-2021

Dynamics of the number and distribution of publications of teaching staff of Vilnius UAS by type of publications 4 is not in line with the strategic provisions for 2 main reasons. Firstly, a decrease in the number of publications of a high scientific level is due to changes in the staff structure of the Faculty of Health. Secondly, the year-on-year decrease in the number of professional publications is possibly due to the registration of publications in the eLABa repository and a more precise classification of publications into certain types of publications.

The number of publications per researcher position remains similar, with 1.6 publications per researcher position in 2021 (1.5 publications per researcher position in 2020; 1.6 publications per researcher position in 2019; 0.9 publications per researcher position in 2018 and 1.31 publications per researcher position in 2017).

Dynamics of the number and distribution of publications of teaching staff of Vilnius UAS by type of publications is not in line with strategic provisions due to the fact that a decrease in the number of publications at a high scientific level is due to changes in the structure of the staff, with Vilnius UAS no longer employing a number of active researchers who produced a significant number of scientific publications in previous years and because of the year-on-year decline in the number of professional publications possibly due to the registration of publications in eLABa and a more precise classification of publications into certain types of publications.

Creating a dissemination platform

The dissemination of the results of AR&D and arts activities in 2021 was active but rather fragmented due to the Covid19 -pandemic and the resulting changes in studies and project activities. The website of Vilnius UAS will include a section on Research Development and Innovation (RDI) in LT and EN, presenting the RDI strategy (relevant areas) and ongoing projects of Vilnius UAS, planning to conduct an annual performance analysis.

Digitised results of AR&D and arts activities

There is currently no public repository for AR&D and art activity results of Vilnius UAS. The establishment of a public repository of AR&D and art activity results is planned next year, following an update of the website of Vilnius UAS and an additional functionality on the intranet of Vilnius UAS.

International and national conferences. Presentations at international and national scientific conferences and seminars

In 2021, together with its strategic partners, Vilnius UAS organised 8 international scientific conferences, 2 of which were international student scientific-practical conferences (Table 13). 157 presentations were given at international events and 44 presentations – at national scientific practical conferences (7 republican conferences), most of them were published in foreign and Lithuanian peer-reviewed conference proceedings (publication code 07 – papers that are peer-reviewed but are not uploaded to international databases).

Conference topics ranged from the impact of the COVID-19 pandemic on students' academic and social life, innovation and transformation opportunities to specific topics such as "Practical Applications and Scholarship of Professional Bachelor Theses for Radiologic Technologists in 2021" (HCF), "Advanced Technologies for a Sustainable Environment in 2021" (ATF), and "STEAM Activities in Green Field Environments" (PDF). 201 presentations were given at international and republican scientific and/or practical conferences organised by Vilnius UAS (Table 14).

Table 14. International and national scientific and/or practical conferences organised by Vilnius UAS

Seq. No.	Name of the conference (type - international/ national /regional of teachers/ students)	Date, place	Organisers	Number of participants	Number of publications		Number of presentations	
					Total	of which at least one author is a teacher of Vilnius UAS	Total	of which at least one author is a teacher of Vilnius UAS
1	Remote International Scientific Event-Forum "Responding to Covid-19 with Innovation and Assessing Opportunities for Transformation"	20 01 2021, Microsoft Teams platform	BMF of Vilnius UAS	150				
2	Conference "Technology in Quarantine. Where do we go after it?"	17 03 2021, Teams platform https://bit.ly/3oWbSEU	Lithuanian Technology Teachers' Association, VGTU, ACTF of Vilnius UAS				3	
3	International Student Scientific-Practical Conference "Economics. Business. Management - 2021"	22 04 2021, ECF of Vilnius UAS	ECF SMD, ECF SA, Department of Economics	107	76		34	
4	Republican conference of pre-primary and pre-school project	05 05 2021 ZOOM platform	Vilnius nursery school "Vieversys", PDF of Vilnius UAS					

Seq. No.	Name of the conference (type - international/ national /regional of teachers/ students)	Date, place	Organisers	Number of participants	Number of publications		Number of presentations	
					Total	of which at least one author is a teacher of Vilnius UAS	Total	of which at least one author is a teacher of Vilnius UAS
	"Adventures with Mythical Creatures using STEAM"							
5	Republican Scientific and Practical Conference "Modern Technologies for a Sustainable Environment 2021" (to celebrate the 60th anniversary of the ATF)	06 05 2021, ATF	ATF of Vilnius UAS	116	16	10	17	10
6	International Scientific and Practical Conference "Paper Carvings. From the Past to the Future"	17 06 2021 Zoom environment	BMF of Vilnius UAS and the Vilnius Region Folk Art Creators' Society	242				
7	International final conference of the TĖSK project "The need for competence development through cooperation and collegiality between educational institutions and local government professionals". Moderated session "Issues in the professional activity of teachers: internship, mentoring"	07 10 2021, Microsoft Teams environment	PDF of Vilnius UAS	200				
8	Conference "Practical applications and scientific excellence of professional bachelor theses for radiological technologists 2021"	14 10 2021, remote	HCF of Vilnius UAS, Lithuanian Association of Radiological Technologists	200				
9	International Parenting Programme teleconference "Parenting in a time of pandemic"	04 11 2021, remote	PDF of Vilnius UAS, Netherlands, Belgium, United Kingdom, Republic of Malta					
10	International workshop "Ultrasound diagnostics in cats and dogs"	Veterinary Clinic of Vilnius UAS, (15-19) 11 2021	Veterinary Clinic of Vilnius UAS and the Lithuanian Small Animal Veterinary					

Seq. No.	Name of the conference (type - international/ national /regional of teachers/ students)	Date, place	Organisers	Number of participants	Number of publications		Number of presentations	
					Total	of which at least one author is a teacher of Vilnius UAS	Total	of which at least one author is a teacher of Vilnius UAS
			Association (LSGVGA)					
11	Republican Methodological-Practical Conference for Pre-school Educational Institutions "STEAM Activities in Green Outdoor Environments"	22 11 2021, remote	Vilnius City Municipality, PDF of Vilnius UAS				11	3
12	Conference "The impact of COVID-19 on students' academic and social life"	26 11 2021, remote	Utena College, MRU and PDF of Vilnius UAS				14	7
13	Vilnius City Municipality Educational Institutions Green Educational Spaces Competition Conference "Green School Environment - Environmental Education Space"	30 11 2021 assembly hall of Vilnius UAS at Studentų St. 39A	Department of Landscape and Agribusiness Technologies, Vilnius City Municipality, Department of <i>Environmental Protection and Plantation Management</i>				2	0
14	10th International Student Conference "Youth in a Changing Society"	09 12 2021remote, Microsoft Teams platform	Student Scientific Society and Science Workshop of the BMF of Vilnius UAS; ACTF of Vilnius UAS				103	
15	International Distance Learning Conference "Inclusive societies in a challenging era: inclusion of all or just some?"	15 12 2021, remote	PDF of Vilnius UAS				20	3

5.4. Involving students in AR&D, professional arts and project activities and disseminating their results

UAS-wide activities of the Student Scientific Society (SSS)

In the implementation of the of the second task "To involve students in the dissemination of the results of AR&D, professional art and project activities" of the strategic objective of Vilnius UAS "To develop applied research, experimental development and professional art relevant for the world of business" ", all

faculties have established Student Scientific Societies (SSS), whose members formulate and solve problems of importance to science and studies. Currently, members of SSS are active at the ATF, the BMF, the ECF and the HCF. There were 322 student presentations prepared in 2021 (284 in 2020 and 256 - in 2019); the number of students involved in project activities together with their teachers was a few dozen in 2021, whereas in previous years this indicator was not measured; there were 2 students writing research work in a summer internship project in 2021 (Table 15).

In the development of inter-faculty SSS activities, SSS members have been involved in joint AR&D, professional arts and project activities. The participation of the SSS Council of Vilnius UAS, which was established in 2021, is crucial in involving SSS members in joint AR&D, professional arts and project activities.

Students have been involved in the activities of the research groups in the fields of science/arts, with 56 students participating in 28 research groups in 2021. Joint publications (52) by teachers and students accounting for nearly a third (29%) of the total number of publications in Vilnius UAS in 2021 (31% in 2020 and 12% in 2019).

Table 15. Involvement of students of Vilnius UAS in AR&D activities.

Indicator	Year	2017	2018	2019	2020	2021
Number of presentations prepared by students		215	231	256	284	322
Number of publications produced by students (number of joint publications)		14	5	35	86	50
Number of students involved in project activities		n.d.	n.d.	n.d.	n.d.	30
Number of students doing research work in a summer internship project		n.d.	n.d.	n.d.	n.d.	2
Number of students participating in research groups, by scientific (arts) field		n.d.	n.d.	n.d.	n.d.	56
Number of joint teacher and student publications		14	5	35	86	52
Share of joint teacher and student publications (%) of the total number of publications		5	2	12	31	29
Number of trainings organised by the SSS		n.d.	n.d.	n.d.	n.d.	n.d.

5.5 Securing resources for AR&D and professional arts activities

Share of international and national fund income in the total budget for AR&D and art activities, %

Share of expenditure on infrastructure for AR&D and art activities in the operating revenue of Vilnius UAS

Expenditure on infrastructure for AR&D and art activities in 2021 totalled EUR 430 000 (13.4% of the operating revenue of Vilnius UAS).

Number of PhDs (recognised artists) as a percentage of the total number of teaching staff (for more details, see Section 7.1 Ensuring Sustainability of Vilnius UAS Staff)

In the implementation of the measures of the task “To secure resources for AR&D and professional arts activities” of the second strategic operational objective of Vilnius UAS “To develop applied research, experimental development and impactful professional arts relevant to the business world”, the aim is to raise funds from international and national foundations, programmes, companies and other stakeholders for AR&D and professional arts activities.

Teachers of Vilnius UAS organise consultations, seminars, lectures, courses, and carry out commissioned research. Revenue from international and national funds in 2021 totalled EUR 1 296 200 (EUR 651 000 in 2020 and EUR 636 000 in 2019) (Figure 23).

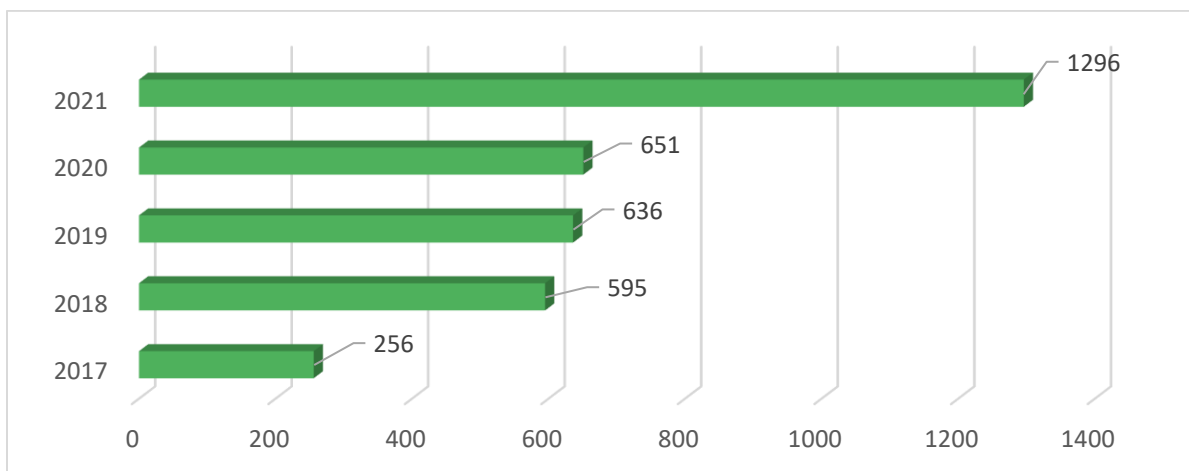


Figure 23. Funds received for expert/consultancy activities in 2017-2021, thousand EUR

In 2021, 211 researchers were involved in AR&D and professional arts activities, 92 (44%) hold PhDs or are recognised artists, (205 researchers engaged in AR&D and professional arts activities in 2020, 75 of which (37%) were PhDs/ recognised artists in 2020; 150 researchers engaged in AR&D and professional arts activities in 2019, 78 of which (52%) were PhDs/ recognised artists in 2019; 125 researchers, or 32 (26%) PhDs/recognised artists – in 2018; 114 researchers, or 20 (18%) PhDs/ recognised artists in 2017).

In order to ensure internal human resources for conducting AR&D and professional art activities, the share of PhDs (recognised artists) in the total number of teaching staff is taken into account. The share of PhDs in the total number of teachers was 18.5% in 2021 (2020: 17.7%, 2019: 15.9%). The share of recognised artists in the total number of teachers was 5.6% in 2021 (2020: 5%, 2019: 1.3%).

EUR 52 000 was allocated for the promotion of scientific and artistic activity output in 2021 (more than EUR 40 000 was allocated in 2020; EUR 29 000 - in 2019; EUR 55 000 - in 2018, and EUR 33 000 - in 2017).

INSIGHTS FOR IMPROVING ACTIVITIES

To develop AR&D and Art Activities Programme 2022-2025 of Vilnius UAS and to provide for the science policy directions of Vilnius UAS in the implementation of the strategic objective "To strengthen strategic partnerships in AR&D, professional arts and project-based activities focused on social responsibility and innovation". To develop social responsibility and innovation partnerships, enter into cooperation agreements with Lithuanian education, research and business centres, national agencies, associations and other influential entities, and to increase revenues from strategic partnerships for AR&D and arts activities. To develop partnerships with national and international strategic partners, increase the number of international and national projects, increase the number of members of international HEI and professional networks, and raise funds from international and national projects.

In the implementation of measures of the strategic task "To improve research competences of teachers", to actively organise activities to improve research competences of teachers, as well as targeted European projects and training. To create conditions the greatest possible number of researchers to take part in training.

In the implementation of measures under the strategic objective "Effective dissemination of the results of AR&D, professional arts and project activities", to ensure dissemination of the results of AR&D, professional arts and project activities to the research community, the general public and stakeholders in scientific journals, the website

of Vilnius UAS, and mass media. To establish a platform for the dissemination of the results of AR&D, professional arts and project activities and a public repository of results of AR&D and art activities of Vilnius UAS. To organise international and national conferences of scientific value, which will ensure an increase in the number of presentations at international and national scientific conferences and seminars. Increase the interdisciplinarity and internationalisation of applied research, experimental development and artistic activities, ensuring an increase in the number of interdisciplinary, national and international joint publications.

In the implementation of the strategic objective "Involve students in the dissemination of the results of AR&D, professional arts and project activities", to strengthen Student Scientific Societies (SSS) of faculties, whose members formulate and solve problems of scientific and academic importance, and to ensure the growth of the number of students involved in project activities. The SSS Council of Vilnius UAS should be actively involved in involving SSS members of faculties in joint AR&D, professional arts and project activities. To attract more students to join research groups, to combine the study process with research activities, and to ensure an increase in the number of joint publications by teachers and students.

In the implementation of measures of the strategic task "To secure resources for AR&D and professional art activities", to attract international and national funds, programmes and companies for AR&D and professional arts activities. Teachers of Vilnius UAS must be actively involved in project activities, and the conditions for this are provided by the Description of the procedure for establishing and accounting for teachers' full-time workload, which recommends that at least 33% of the total workload of an associate professor/recognised artist and at least 10% of the total workload of a lecturer and assistant lecturer shall be allocated to the activities of AR&D and professional arts. Project managers of faculties and Vilnius UAS must coordinate ongoing project activities and ensure that up-to-date project-related information is available at minimum time cost. Ensure internal human and material resources and develop and apply resource management schemes.

6. STRENGTHENING THE IMPACT ON THE REGION AND THE COUNTRY (STRATEGIC OBJECTIVE 3)

6.1. Strengthening strategic partnerships focused on social responsibility and innovation to tackle national and regional challenges

Cooperation agreements

In 2021, 74 new cooperation agreements were concluded (73 in 2020, 113 in 2019), including 19 (18 in 2020, 37 in 2019) with Lithuanian and foreign educational institutions and higher education institutions, and 55 (55 in 2020, 76 in 2019) with companies, institutions, bodies and individuals (73 in 2020, 113 in 2019) (Annex 12, Tables 1, 2 and 4). Partnership agreements concluded in previous years are also being successfully implemented.

The ATF continues cooperation agreements with the Lithuanian Chemistry Teachers' Association, UAB Thermo Fisher Scientific Baltics, UAB Eurofins Labtarna Lietuva, UAB Ekometrija and other companies and organisations. For example, since 2015, activities have been continued with the Lithuanian Chemistry Teachers' Association to promote the study programme "Chemical Analysis", to organise workshops "Chemistry - it's everything that surrounds us", and to develop students' knowledge of chemistry through experiments. Since the beginning of the cooperation with UAB Thermo Fisher Scientific Baltics, the teaching of the *Biochemical Research* specialisation, also laboratory work and professional practices have been carried out in the company. Since this year, the specialisations are no longer available, but their content has been integrated into the curriculum and the cooperation with the company has been successfully continued, enabling students to integrate into the company's scientific and technological activities under real conditions. Representatives of the companies actively express their opinion in the Study Programme Committee, supervise students' professional practices and final theses, take part in the work of the Final Theses Defence Committee, review final theses, etc. Faculty representatives are actively involved in initiatives of other educational and business organisations. For example, together with the Digital Innovation Centre "Agrifood Lithuania DIH", R. Vanagaitė participated in the preparation of the application for the project "ActGreen4EU" (promoting circular economy through eco-innovation and entrepreneurship) under the call "Strengthening Innovation Capacities in Higher Education". The teacher N. Ružienė participated in the preparation and development of the Description of the Chemistry Field of Study initiated by the Centre for Quality Assessment of Studies.

The EIF has carried out cooperation activities in different aspects and forms, at local, regional and global network levels. The local level this includes the Faculty's networking with mainstream schools, the regional level involves interdisciplinary partnerships with business enterprises and the global level – multilateral cooperation in the form of projects and other initiatives with higher education institutions abroad. At the local level, links were strengthened with mainstream schools preparing potential EIF students. Active participation in the "Spaceship Earth" Science Festival events. As many as 5 seminars and workshops were offered to the public interested in science. A series of remote Open Lessons for Lithuanian schoolchildren interested in technological sciences prepared by Faculty experts was held. At the regional level, the EIF continued to develop a network of trusted social partners in various forms: improving the quality of Information Systems and Software Systems study programmes (Norway Registers Development AS Lithuanian branch), advising teaching staff who draft descriptions of professional practices and topics for coursework and final theses (AB Ignitis Group), improving the programmes of computer science and engineering studies, improving the overall quality of studies, carrying out project activities and research, preparing student internships, and sharing the experience gained in various fields (UAB Teltonika IoT

Group). The most talented EIF first-year students who choose to study Electronic Engineering or Computer Engineering are eligible for special scholarships from Teltonika. The group of companies has set up 4 annual scholarships of EUR 3 000 (10 months paying EUR 300 each) with no obligation to join the company. On the global level, the most important academic partnership is with the International Business College Mitrovica (IBC-M) in Kosovo, as the Professional Bachelor's Double Degree programme will become part of study programmes of both universities. Graduates will receive diplomas approved by both universities upon completion of these studies and fulfilment of the requirements for double degree studies.

ECF departments actively cooperate with social partners. The most developed areas of cooperation are students' final practices (UAB Irdiva, UAB Lenders, UAB Finansų Sprendimai, UAB VPA Logistics, UAB Voltersa, UAB ALEXA LT, UAB BRP Invest, UAB Moore Stephens Vilnius, UAB Buhalterija LT, UAB Vagos prekyba, UAB Auditoriaus konsultacijos, Budgetary Institution BJ Bookkeeping of Budgetary Institutions, etc.), supervising and reviewing final theses, participating in the evaluation of final theses (Grant Thornton Baltic, UAB; Bank of Lithuania; Compensa VIG, ADB, BTA Baltic Insurance Company, ERGO Insurance SE Lithuanian Branch, etc. partners). Active cooperation in improving the content of study programmes and determining what a graduate should be able to do (Public Institution VŠĮ Lietuvos Regioninių Tyrimų Institutas (Lithuanian Regional Research Institute), UAB Lipnios etiketės, AB SEB bank, AB Šiaulių bank and others). Cooperation in organising various events, for example, a competition for the Computer Accounting Programme "Accounting Assistant" was organised together with UAB "Asistentė"; 15 companies were involved in the preparation of the tasks for the competition "Business Provocation", which took place during the 24th International Fair of imitation companies. Applications for Erasmus+ international partnership projects were prepared in cooperation with UAB "Iron Cat" and Public Institution VŠĮ Draudimo ir rizikų valdymo institutas.

As one of its objectives, the ACTF considers partnership between culture and the different spheres of life, which is developed in cooperation with the social partners and employers. Joint projects aim not only to improve the quality of studies, but also to implement the principles of cultural accessibility and public participation, lifelong learning and sustainable development. Students carry out their professional practices in real conditions, in social partner organisations such as: the Public Institution Vaikas ir Muzika, the National Martynas Mažvydas Library of Lithuania, UAB Kūrybos sodas, the Balys Dvarionas Ten-Year School of Music, etc. This ensures close cooperation with business, education and other sectors of the labour market. It produces specialists who can find their place not only in the national but also in the international labour market, and who are able to be competitive. Successful cooperation with social partners is developed through sectoral and cross-sectoral associations, such as the Lithuanian Association of Clothing and Textile Enterprises, the National Association of Creative and Cultural Industries and others. Cooperation with the support and charity foundation "Mamų unija" continues, with several projects such as "Mamų unija Family House", "Advent Wreath Workshop", as well as activities such as sewing bedding sets, designing and making Christmas stockings. There has been a close cooperation with general education schools, holding a meeting – talk with pupils on "Popular music: a vocation turning into a profession", masterclasses on "Vocal and improvisation: the road to free variation", remote lessons on "International Earth Day. What can I do?", "Creating in harmony is fun", and other activities.

PDF cooperates with many educational institutions in Vilnius and Vilnius district, including pre-school, primary and general education schools. Students carry out internships, organise events, teachers train teachers, and joint international and national projects are carried out here. For example, two teachers and graduates and students from the "Childhood Pedagogy" programme attended the conference "Adventures with Mythical Creatures using STEAM" at the Vilnius kindergarten "Vieversys". The Faculty cooperates with non-governmental organisations and social support institutions: the Vilnius City Society of the Disabled, the

Lithuanian Centre for Non-formal Education of Schoolchildren, the Lithuanian Olympic Academy, the Marijampolė Municipality Public Health Bureau, and others. Participation in discussions and forums organised by education policy-making institutions, such as the LRS discussion "Professional Development of Teachers: the Potential of an Institution and/or a Group of Institutions", "Innovation-based Pre-school Education" for pre-school teachers, deputy head teachers and head teachers within the framework of the qualification improvement programme "Innovation-based Pre-school Education" under the ESF project "Innovations in Kindergarten" implemented by the ESSM. 4 roundtable discussions on the development of a performance evaluation and assessment system for pre-school and pre-primary schools commissioned by the National Agency for Education were moderated.

SPF's cooperation with employer representatives, educational and training institutions and patient associations is inseparable from the Faculty's activities. The SPF also provides training for nurses at the Antakalnis and the Centro Polyclinic, as well as for dietitians at the Kaunas City Municipality Public Health Bureau. Cooperation with partners extends practical training opportunities and applied research activities: four applied research projects were planned and implemented together with social partners. Joint events such as conferences, public lectures and refresher courses are organised. The Faculty has a long experience of working together with other, related higher education institutions, which are happy to invite the Faculty's teachers to share their knowledge and experience and to provide advice and participate in the final study stage activities. Faculty teachers participate in the final stage activities of students of Klaipėda State University of Applied Sciences, Kaunas University of Applied Sciences and Šiauliai University of Applied Sciences, supervising and reviewing their final theses and working in the Final Thesis Defence Committees. Cooperation with professional societies or employer representatives extends the opportunities for practical training, provides opportunities for educational events for students and facilitates the monitoring of the quality of study programmes. Faculty teachers are involved in the activities of the Ministry of Education, Science and Sport of the Republic of Lithuania and the SKVC in drafting draft orders of ministers and accrediting study programmes of other higher education institutions.

Partnerships are developed in accordance with the specific goals and objectives of the study programmes, e.g. the joint study programme on Creativity and Business Innovation is carried out in close cooperation with Estonian and Portuguese higher education institutions (the *Polytechnic Institute of Porto* and the *Estonian Entrepreneurship University of Applied Sciences*), the Lithuanian Social Innovation Cluster, the Visoriai Information Technology Park, etc. The International Business study programme carries out double-degree studies with partners: the Business School of Seinäjoki University of Applied Sciences (SeAMK), Finland; International Business College Mitrovica (IBC-M), Kosovo, close cooperation with UAB DHL Lietuva, UAB Baldai.1, UAB Teltonika, UAB Easting, etc. The Tourism Management study programme is carried out in cooperation with UAB Tez Tour, UAB Lithuanian Tours, VšĮ Go Vilnius, etc.; Hotel and Restaurant business programme is carried out in cooperation with Grand Hotel Kempinski Vilnius, Ibis Vilnius Centre Hotel, Radisson Blu, Radisson Blu Royal Astorija, etc. Although employers' feedback on the Faculty's students is very good, the area for improvement has been identified, which is the students' negotiation skills that should be strengthened. Therefore, students are offered a free elective module on *Negotiation and Career Management*.

In 2021, the division of Vilnius UAS the Simulith Centre concluded 16 cooperation agreements with various grammar schools, professional training and retraining institutions, colleges, universities and associations in cooperation with educational institutions that use the model of a simulation company for apprentices, students or adults (Annex 12, Table 3). "The Simulith Centre carried out various activities, including an event to improve students' entrepreneurial skills – a remote trading week for simulation companies, quizzes on "The Battle of Experts of Simulation Companies", a series of remote seminars for

managers of simulation companies on "Challenges, Opportunities and Experiences of Working in the Quarantine", and other training courses, conferences, seminars to acquire new or to refresh professional knowledge. The 57th PEN Worldwide meeting of the global network of simulation companies was held remotely on 18-20 October 2021, with 37 participants from 20 countries. At the meeting, the Lithuanian Network of Simulation Companies was praised as an active promoter of international trade, a regular participant in the network's international events and an initiator of new projects.

Joint activities with municipal administrations and public organisations in the Vilnius region. Social responsibility and innovation-oriented activities with the Vilnius City Municipality and public organisations.

In 2021, 45 joint activities were implemented with municipal administrations and social organisations in the Vilnius region, including 17 with the Vilnius City Municipality and public organisations (Annex 13). The project with Vilnius City Municipality "Activation of the use of the environment of educational establishments on the territory of the Vilnius City Municipality for educational purposes: to develop the purposeful, sustainable and aesthetically pleasing creation of green educational spaces and their creative use for environmental education of the general public in order to develop the environmental protection and general values and ecological consciousness of residents of Vilnius city, to improve the competence in natural sciences, to promote the communication of the environment shaping unique nature of the environment of the educational establishments, creating zones of contact of the nature and the human being in the environment" should be distinguished here. Activities such as the promotion of healthy lifestyles and health literacy in the city of Vilnius were implemented with the Vilnius Health Bureau Vilnius Sveikiau (English: Vilnius Healthier), and the development of injury prevention skills for healthy ageing with the Valakupiai Rehabilitation Centre. Activities under the project "Ensuring quality and innovative pre-school and pre-primary education in Šalčininkai District" have been implemented with the Šalčininkai District Municipality Administration.

6.2. Conducting analysis of national and regional needs, and engaging in socially responsible AR&D, professional arts and project activities

The HEI carries out an analysis of the needs of a country and/ or a region(s); identifies the means to meet the needs and anticipates the potential impact on the development of the country/ the region(s).

Proportion of revenue from corporate/organisational commissioning of AR&D and arts and consultancy activities as a proportion of total revenue from AR&D and arts activities at Vilnius UAS (see 7.1. Ensuring the Sustainability of Vilnius UAS Staff)

In 2021, a centralised analysis of the needs of the country/region(s) in the field of AR&D and professional arts activities was carried out, and measures to address the needs were envisaged (see the Report of Social Responsibility and Sustainable Development of Vilnius UAS of 2021).

Socially responsible AR&D and arts commissioning and consultancy for national and regional entities raises funds from corporate/organisational and individual commissioning of AR&D and arts, and consultancy activities. In 2021, this revenue amounted to EUR 294 000 (or 22.7% of the total revenue from AR&D and arts activities at Vilnius UAS).

6.3. Promoting volunteering and participation in activities by community members to reduce exclusion and increase inclusion of vulnerable social groups.

Volunteering. Number of consultations without a financial remuneration. Strategic guidelines of Vilnius UAS, which provide a basis for measures to reduce exclusion and increase inclusion of vulnerable groups in the society. Services and studies (events, commissioned studies, etc.) with organisations focused on reducing social exclusion.

Teaching staff of Vilnius UAS, administrative staff and students were very active and took part in 112 voluntary activities, including international and national projects, events organised by Vilnius UAS and the Faculties, which bring together the community and promote social responsibility: exhibitions, competitions, Olympiads, fairs, concerts, meetings, festive events, debates, festivals, etc. (Annex 14), of which 52 activities focused on reducing social exclusion and 17 activities were gratuitous counselling and training. In 2021, the aim was to promote student volunteering activities. Therefore, the ECF initiated a project of the Lithuanian-Ukrainian Youth Exchange Council Programme of the Department of Youth Affairs - "Promotion of volunteering to help socially vulnerable persons in Lithuania and Ukraine". The aim of the project is to develop competences of independence of young people through volunteering activities. The project has been included on the reserve list. PDF students and lecturers actively cooperate with the Roma community: students of the Social Pedagogy study programme do internships and volunteer in this community, and students of other study programmes are involved in volunteering activities in the Roma community. Teachers participate in discussions, forums and seminars organised by the Department of National Minorities. Students of the Social Work study programme go on trips to retirement homes for the elderly, where various employment activities are organised. Lithuanian Sign Language Interpreting students and study programme staff closely cooperate with the Lithuanian Deaf Society, the Deaf community, and the Lithuanian Centre for Education of the Deaf and Hard of Hearing.

INSIGHTS FOR IMPROVING ACTIVITIES

In the implementation of the measures of the strategic objective "To strengthen strategic partnerships focused on social responsibility and innovation in addressing national and regional issues", to strengthen social responsibility and innovation partnerships in AR&D, professional art and project activities with Vilnius district municipal administrations, public organisations, and to conclude and execute cooperation agreements. Develop social responsibility and innovation-oriented activities with the Vilnius City Municipality.

In the implementation of the measures of the strategic objective "To conduct an analysis of national/ regional needs analysis and socially responsible AR&D, professional arts and project activities", to periodically analyse the needs of the country/ the region(s) for AR&D and arts activities and to identify ways to address the needs. To carry out socially responsible commissioning of AR&D and arts, and consultancy for national and regional entities.

In the implementation of the measures of the strategic objective "To promote volunteering activities of community members", to develop volunteering-based partnerships with national and international organisations, to create a database of members of Vilnius UAS community participating in volunteering activities, to carry out volunteering activities (counselling, artistic projects, educational activities) without any financial remuneration.

In the implementation of the measures of the strategic objective "To take part in activities to reduce exclusion and increase inclusion of vulnerable groups", to create and implement strategic guidelines on the basis of which measures will be planned to reduce exclusion and increase inclusion of socially vulnerable

groups. To actively prepare and conduct partnership activities and joint projects (events, commissioned studies) with organisations focused on reducing social exclusion (associations and NGOs).

7. FOSTERING AN ORGANISATIONAL CULTURE FOCUSED ON COMMUNITY MOBILISATION, SOCIALLY RESPONSIBLE COMMUNITY SPIRIT (STRATEGIC OBJECTIVE 4)

7.1. Ensuring the sustainability of staff of Vilnius UAS

On 1 October 2021, Vilnius UAS had 951 filled positions with 828 employees (some of whom held several positions). Figure 24 illustrates the distribution of positions.

There were 449 academic staff members, including:

- 447 teachers;
- 2 researchers;

Non-academic staff - 502, including:

- Administrative management staff (managers) - 27;
- 168 staff members providing professional academic support to students;
- teaching and research support staff - 47;
- other administrative staff - 54;
- support staff - 206.

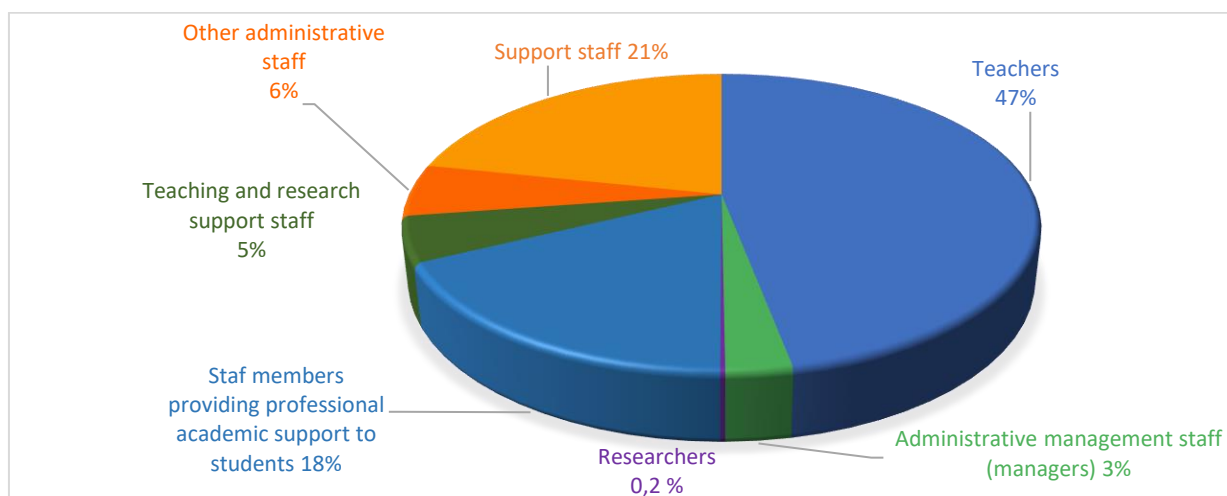


Figure 24. Distribution of jobs at Vilnius UAS (%) by staff group

Out of 447 lecturers working at Vilnius UAS, on 1 October 2021, 388 worked as teachers only, while the remaining 59 were engaged in managerial, administrative or other work at Vilnius UAS, in addition to their work as lecturers.

In 2021, six teachers at Vilnius UAS received their PhDs.

The ratio of the number of students to the relative number of academic staff (students/academic staff) is 0.07.

Table 16 shows the number of teachers by field of study.

Table 16. Number of teachers working in the field of studies

Field of study	Number of teachers working in the field of study	Number of PhDs
Physical sciences	13	1
Humanities	15	1
Computer Science	47	14
Engineering Sciences	37	8
Arts	66	7
Social Sciences	66	16
Health Sciences	88	13
Technological Sciences	26	5
Educational Sciences	46	7
Business and Public Management	150	36
Veterinary Sciences	13	4
Agricultural Sciences	13	2

The distribution of the teaching staff of Vilnius UAS by position (Figure 25):

- 3 professors;
- 83 associate professors (10 renowned artists and 73 scientists);
- 339 lecturers, of whom 15 are recognised artists and 7 hold PhDs;
- 22 assistants.

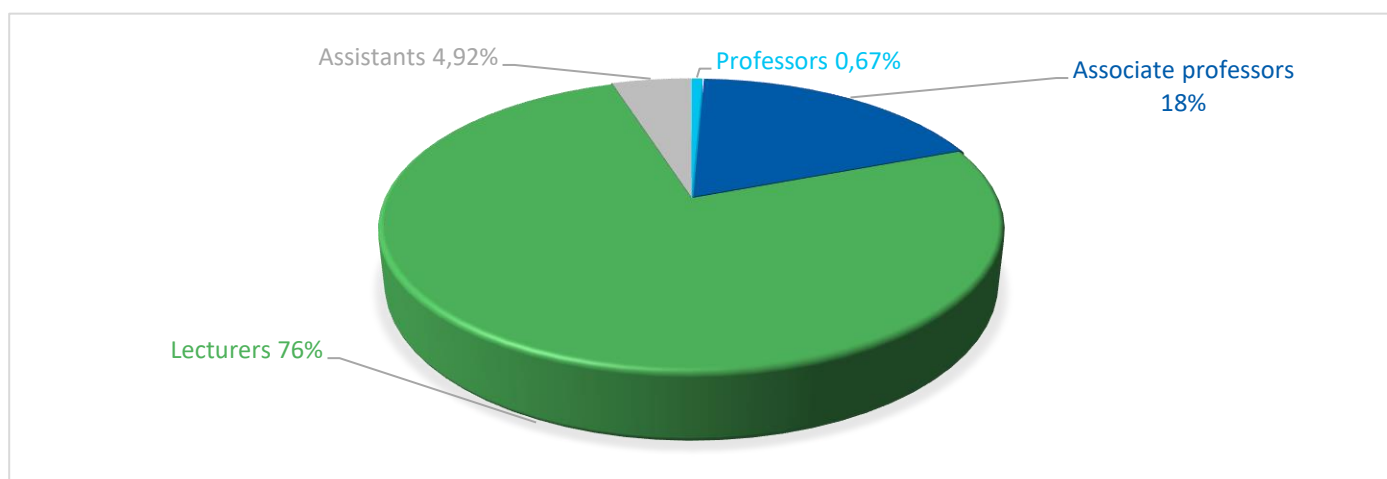


Figure 25: Distribution of teaching staff of Vilnius UAS (%) by position

Figure 26 illustrates the distribution of teaching staff of Vilnius UAS by faculty on 1 October 2021.

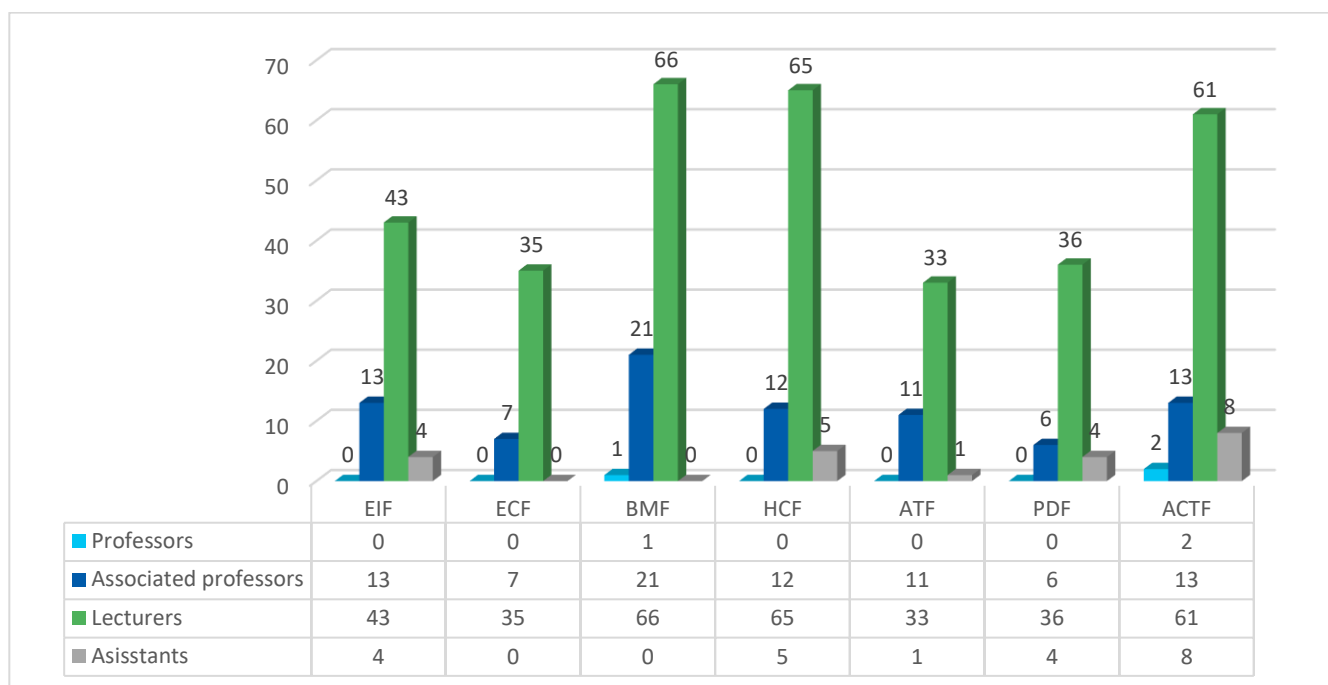


Figure 26: Distribution of teaching staff of Vilnius UAS by faculty on 1 October 2021

Out of the 338 teaching staff members working as teachers only, 226 had Vilnius UAS as their main employer and 162 - as their secondary employer.

On 1 October 2021, Vilnius UAS had 5 foreign teachers, including Romanian, Jamaican, Mexican, Pakistani and Danish nationals teaching at the Faculty of Business Management.

On 1 October 2021, Vilnius UAS employed 579 women and 249 men. Out of the 447 teachers, 322 were women and 125 were men. Table 17 illustrates the gender and age distribution of teaching staff.

Table 17. Distribution of teaching staff and/or researchers of Vilnius UAS by age group

Age group	Distribution of teaching staff and/or researchers by gender		Total	
	Women	Men	Number:	%
Under 25 years	1	1	2	0.45
25 to 29 years	15	7	22	4.92
30 to 34 years	28	13	41	9.17
35 to 39 years	25	24	49	10.96
40 to 44 years	53	22	75	16.78
45 to 49 years	69	17	86	19.24
50 to 54 years	48	15	63	14.09
55 to 59 years	39	9	48	10.74
60 to 64 years	32	10	42	9.4
65 years and older	12	7	19	4.25
Total:	322	125	447	100

Teachers and/or researchers under 34 years of age accounted for 14.3% in total number academic staff

**Share of foreign teachers as a percentage of the total number of teachers working at Vilnius UAS.
Share of incoming foreign teachers as a percentage of the total number of mobile staff of Vilnius UAS;
share of mobile staff as a percentage of the total number of staff of Vilnius UAS.**

On average, more than 100 foreign teachers and other employees visit Vilnius UAS each year (Annex 15), of which about 50% come for teaching, and the rest - for internships, projects and other activities (averages are calculated on the basis of pre-pandemic mobility rates). Teachers coming to Vilnius UAS for teaching and research represent about 13% of the total number of teachers of Vilnius UAS. The ratio of visiting teachers to the mobile academic staff of Vilnius UAS is around 33%.

Every year, more than 60 teachers go to teach and to conduct research to foreign research and teaching institutions, which account for about a third of the total number of mobile academic staff. About 220 employees of Vilnius UAS leave for short-term mobility each year.

Table 18. Number of teaching staff of Vilnius UAS having travelled to foreign research and study institutions to teach and to conduct research in 2021, by fields of study

Field of study	Number of teachers who have gone abroad to foreign research and study institutions to teach and to conduct research
L04 Accounting	2
G07 Nutrition	2
G08 Nursing and Midwifery	3
J04 Social Work	2
L01 Business	5

7.1.1. International staff mobility

The international mobility of higher education staff is an important factor influencing all of the institution's operational processes, demonstrating the quality of the institution's work and its openness to innovation and change. When assessing the participation of staff of Vilnius UAS in international mobility over the last 5 years, mobility of both academic and non-academic staff can be stated to have become a routine part of work of Vilnius UAS:

- the arrangements and procedures for participating in mobility are clear,
- staff appreciated the multiple benefits of internationalisation and mobility, both for the institution and for their individual professional development,
- individual staff participation in various international activities is appreciated and encouraged by Vilnius UAS administration, and motivation to participate remains high.

With the exception of the last two years, which have been severely affected by the pandemic situation worldwide, there has been a small but steady increase in staff mobility, especially in the context of the overall decline in the number of staff at Vilnius UAS, e.g. there was a total of 906 employees at Vilnius UAS in 2017, of which 22% of staff of Vilnius UAS took part in international mobility, 31% of the total number of

staff of Vilnius UAS took part in mobility. The impact of the pandemic is obvious, as only 11% of the 855 employees took part in mobility visits in 2020, and a mere 4% of 828 employees - in 2021.

Virtual mobility dominated in the 2020-2021 academic year. This year has become a year of challenges and continuous learning to work remotely with both Vilnius UAS and international students, as well as to participate in remote international staff training, teaching weeks and other international events. In the 2020 —2021 academic year, there were 30 staff mobility visits: 26 visits (87%) were held remotely and only 4 employees (13%) were able to travel abroad. When it comes to the purpose of the visits, there were 14 virtual teaching visits and 16 other activities: 9 staff learning mobilities, 3 presentations at a teleconference and participation in other events. The BMF and the SPF were most active participants in virtual mobility (Figure 27).

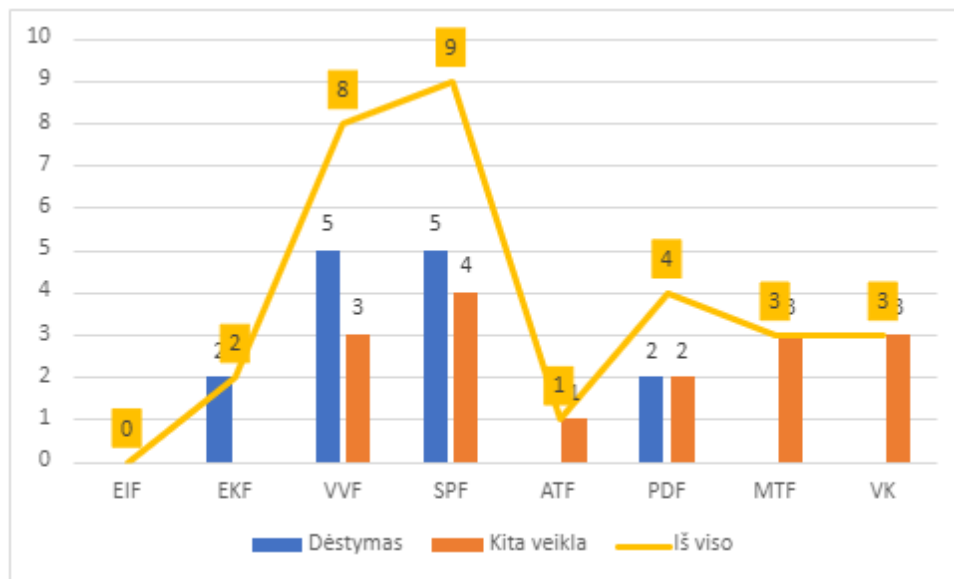


Figure 27: International mobility of staff of Vilnius UAS by department and the purpose of mobility

Most of the virtual visits were held under Erasmus+ programme agreements (22, or 73%) and 8 visits (27%) - under other initiatives.

Due to the pandemic, physical inbound mobility of staff was practically non-existent - teachers and non-academic staff from foreign higher education institutions and/or companies could not come to Vilnius UAS. Out of 52 inbound mobilities, only one visit was "live", while other 51 were remote. In terms of activities, the numbers are distributed as follows: 39 (75%) teaching mobilities and 13 (25%) - other visits (internships, virtual events). In terms of funding, Erasmus+ visits dominate (42 or 81%), 4 (8%) visits were funded under a foreign teacher competition and 6 (11%) - from other sources.

The annual International Teaching Week, which has become a tradition, was also organised remotely. 37 guest lecturers from 17 countries around the world, including Ireland, Austria, Bangladesh, Belgium, Bulgaria, the Czech Republic, Denmark, Estonia, Spain, the United Kingdom, Poland, France, Sakartvelo, Slovenia, Finland, North Macedonia, Turkey and Germany participated in the Teaching Week and gave lectures and seminars remotely. Remote format also had the advantage of enabling the participation of lecturers who would not otherwise have been able to attend. It also enabled a much larger and more

diverse community of Vilnius UAS, both students and teachers, to participate in lectures, seminars and discussions by foreign lecturers. This situation has also demonstrated the focus and teamwork of Vilnius UAS staff. During the international week programme, all the employees of Vilnius UAS had the opportunity to improve their intercultural communication and language skills - to communicate with foreign guests, to conduct seminars, to share their knowledge about Lithuanian history, language and culture. Figure 28 illustrates the distribution of inbound foreign employees by department and mobility objective.

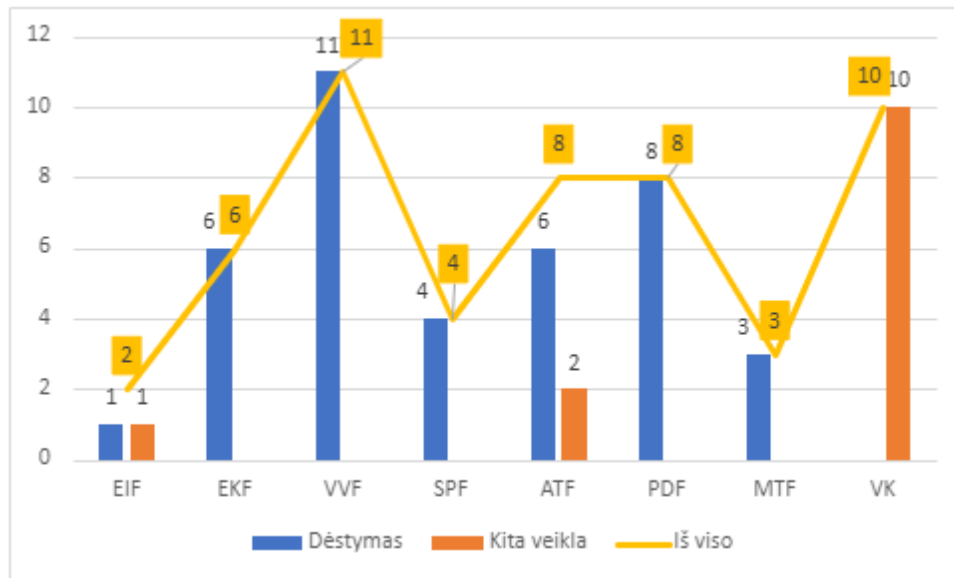


Figure 28. Distribution of international arrivals by department and mobility objective

7.2. Strengthening the effectiveness of Vilnius UAS self-governance

The Statutes of Vilnius UAS establish that the activities of Vilnius UAS are based on the principle of self-government and academic freedom. At the end of 2021, the updated Statutes were submitted to the Government of the Republic of Lithuania for consideration and approval.

The Action Plan for the implementation of the Strategy 2021-2025 includes measures to strengthen the effectiveness of self-governance of Vilnius UAS. The plan is to visualise internal documents with diagrams that will help of Vilnius UAS community to better understand how local government works and the role of each member of the community in the processes and procedures of self-governance.

7.3. Improving the competences of community members

The strategic objectives of the *Strategy 2021-2025* of Vilnius UAS provide for actions to improve the quality of staff (academic and non-academic) competences: this is Task 2.2: "Improve the research competences of teachers" of the 2nd strategic objective ("To develop applied research, experimental development and impactful professional art relevant to the world of activity") and Task 4.3 "Improve competences of members of the community" of strategic objective 4 ("Develop an organisational culture oriented towards the mobilisation of community members, socially responsible community spirit").

The internationalisation strategy of Vilnius UAS also provides strategic directions for the development of Vilnius UAS staff competences in the period 2021-2025: "To further develop the competences of students and staff through international mobility, "internationalism at home" activities, including the temporary or permanent employment of foreign experts in teaching and learning, the organisation and active participation in international events, and the continuous development of foreign language and intercultural competences". A breakthrough in the field — student and staff competences in the context of 21st century challenges and stakeholder expectations - – is pursued.

The aim of competence development is to deepen and broaden the competences of the Vilnius UAS staff in order to ensure the quality of studies and activities, to strengthen professional motivation, to promote their social, cultural, emotional and intellectual growth as well as continuous professional development. The objectives of competence development are: to deepen and develop the existing competences; to develop research and artistic skills; to improve general competences; to update, deepen and develop subject competences.

The following areas of competence development have been identified as priorities at Vilnius UAS: didactic (innovative study methods, assessment strategies and provision of feedback); research (research methodologies, qualitative research); and IT competence development (use of electronic forms of study, Moodle environment). There is also a strong focus on the development of competences in psychology, internal communication, foreign language, public speaking and intercultural competences.

Competence development at Vilnius UAS is carried out in accordance with the Description of the Procedure of Staff Competence Development approved by Resolution No AT N-9 of Vilnius UAS Council of 18 December 2020, which provides for the purpose, tasks, groups, principles, methods, forms and types of staff competence development, as well as the procedures for planning, organising, and crediting competence development.

Table 19. Number of staff members of Vilnius UAS who have developed their competences in 2017-2021

Indicator	Year	2017	2018	2019	2020	2021
Number of Vilnius UAS employees*		634	949	871	666	680
Funds allocated for competence development for 1 staff member (average per year, EUR) **					40	38

* Until 2021, competence development data for academic and non-academic staff were not collected separately

** Strategy indicator in 2021-2025

Developing the competences of Vilnius UAS teaching staff at the faculties

During the pandemic, the ATF improved its distance learning process through communication with students and teaching staff. Training and individual consultations were organised for teaching staff, with the main aim of familiarising teachers with the methods and tools of distance lectures and the assessment of learning achievements. Instructions on the use of Moodle were also developed. Video-conferencing tutorials on distance learning, e-learning and e-learning course development were carried out to support teachers. Teachers also improved their competences on other distance learning platforms such as Coursera, academia.edu., smis.lt, udemy.com, verslokursai.lt, Liedm.nuotoliniai mokymai, pedagogas.lt, trainings of the project of the 2014-2020 EU Investment Funds programme "Prisijungusi Lietuva" (English: Connected

Lithuania", as well as through other self-education methods. In 2021, Vilnius UAS organised internal competence development events for staff, inviting faculty teachers (sharing of best practices) and guest lecturers to host them.

In 2021, teachers of the EIF improved their subject competences most frequently - 29 out of 60 teachers (48.3%), every third teacher improved his/her general competences - 13 out of 60 (33.3%). 13 teachers improved their teaching or didactic competences (21.7%)

At the beginning of the academic year, the ECF holds a survey of lecturers to identify the need for training and to assess the availability and potential of training offers. Academic staff are given the opportunity to improve their didactic, general or subject competences.

Each year, teachers actively develop their competences. In the 2020-2021 academic year, 45 teachers (91.84% of the total number of teachers assigned to the faculty for the whole academic year) participated in professional development. The most popular forms of in-service training were seminars and conferences. It should be noted that traineeships in Lithuania and abroad are not a particularly active form of training, but this is due to the peculiarities of funding and organisation. This year's figure is also due to the quarantine in Lithuania. The planned internships were cancelled. The number of teachers who did not participate in in-service training is negligible. All of them are trainee teachers with a high level of qualification in the subject they teach, related to their direct duties in their workplace in the company or institution. Attention should be paid to the promotion of didactic competences in relation to the use of state-of-the-art teaching/learning methods in the study process. The Faculty continuously provides conditions for the professional development of teaching staff, with each department having an annual budget for external funding of courses, seminars or other professional development activities. The Faculty seeks ways to organise training, both by involving faculty members who share their knowledge and by inviting lecturers "from outside". In the 2020/2021 academic year, the Faculty received training from guest lecturers whose topics complemented the competences of the teachers.

The analysis of the needs expressed by teachers showed that the majority were interested in increasing IT and improving distance learning competences at the ETF. The faculty focuses on the organisation and quality of distance learning, so several times a year the faculty's lecturers organise trainings on how to prepare materials in VMA Moodle or to successfully deliver lectures using the videoconference tool MS Teams.

The development of the competences of ACTF teachers includes activities that contribute to the development of subject, didactic and general competences. In the 2020-2021 academic year, the faculty's lecturers focused on the development of subject competences - 45 lecturers developed them in Lithuania and 10 lecturers developed them abroad. The development of general competences was also a major focus, with 27 faculty members developing their general competences at seminars, courses and conferences organised in Lithuania. During this academic year, 22 teachers improved their didactic competences. The most frequent way of developing competences was through seminars and conferences, and the least frequent - through courses. It should be noted that traineeships are gradually gaining ground as one of the forms of competence development for academic staff. The active participation of faculty teachers in professional development events shows that academic excellence is one of the most important professional values for faculty teachers. In addition, the continuous development of the professional competences of the academic staff ensures the high quality of the study programmes conducted at the Faculty.

In the PDF, an increase in the development of teachers' competences was observed compared to last year. The development of the competences of faculty members of the Departments is being planned more systematically, taking into account the priorities set by the Faculty.

The number of teaching hours per faculty member devoted to the development of the HCF competences has remained stable for several years. In the 2020-2021 academic year, an average of 44 hours was spent per faculty member for competence development and 38 hours – in the 2019/2020 academic year. About 95% of competence development activities were held in Lithuania. All the teachers working at the Faculty improved their subject-specific qualifications, half of them developed their pedagogical and general competences qualifications. The most popular forms of Faculty development, as in the previous academic year, were conferences and seminars. Due to the pandemic, many of the professional development events were held remotely.

The Departments of Nursing and Rehabilitation were the most active departments in this field (in these departments, lecturers spent 1 467 and 888 hours, respectively, developing their qualification). The most popular forms of lecturers' professional development were, as in the previous academic year, conferences and seminars. Due to the pandemic, many of the professional development events were organised remotely. The Faculty has foreseen the organisation of distance learning events as a means of improving competence development activities.

Teachers developed their subject, didactic and generic competences in the 2020-2021 academic year at the BMF. In Lithuania, 80% of the total number of all teaching staff members developed their subject competences, 88% developed didactic competences and 22.5% developed their general competences in Lithuania. 15.5% of the Faculty's teaching staff members improved their subject competences, 8.5% – their didactic competences and 11% improved their general competences abroad. Some of the Faculty members actively participated in all areas of professional development (more than once).

In the 2020-2021 academic year, the global pandemic of the COVID-19 virus prevented the development of qualifications abroad and in Lithuania, and a large number of internships and study visits were postponed to the 2021-2022 academic year. Therefore, the use of distance learning opportunities in all faculties of Vilnius UAS has been observed.

Average number of hours of competence development per one teacher in study programmes in the field.

In 2021, one teacher of Vilnius UAS spent an average of 38.5 hours on competency development (Table 20).

Table 20. Competence development of Vilnius UAS teachers working in the fields of study*

Number of teachers	Number of hours of competence development	Average number of hours of competence development per lecturer per field of study (average=comp. number of hours of training / number of lecturers working in the field of study)
447	17048	38,5

*By field of study, the indicator is calculated from 2022.

Provision and dissemination of competence development events to improve the knowledge and skills required by academic staff for their teaching and research activities

In 2021, internal and external trainings were organised to improve competences of Vilnius UAS staff, and lecturers were invited from "outside" (Lithuanian companies or educational institutions, foreign experts). It has also become a common practice for colleagues to share their professional experience with Vilnius UAS community. Best practice sharing events are a popular form of competence development at Vilnius UAS.

In 2021, 73 events were held at Vilnius UAS with the participation of academic and non-academic staff, students and participants from other institutions: 21 for teaching, 7 for research, 31 for general competences and 14 for subject competences. 560 teachers improved their teaching competences, 212 – research competences, 838 - general competences and 337 – subject competences, with a total of 1 947 participants.

It is important to note that in separate events, employees of Vilnius UAS could improve various (different) groups of their competences, i.e., during one training event teachers/employees improved their existing competences in different competence improvement groups depending on the field of study taught by the teacher improving competences or the type of work activities carried out by an employee. For example, the BMF held trainings "How do personal qualities reveal themselves at work?", "The client is always (right) important", "How to find your place in the team?" hosted by Urtė Koženevskytė, the Quality Manager of UAB Planas Chuliganas, which attracted many interested colleagues of various faculties teaching in different fields of study - some of them were improving their subject-specific competences (management, sociology) and others - general competences. Such events were also held at other faculties: HCF training "Emotions, their functions and emotion regulation skills" by lecturer Tadeuš Polionis; "Exercise at the workplace, recommendations for those who do sedentary work" by the lecturer Tadas Puzara (Vilnius University of Applied Sciences) and Jolita Gelūnaitė, Senior Physiotherapist at UAB SK Impeks Medical Diagnostic Centre"); "The spine of today's children" by lecturer Vaiva Strukčinskaitė; the practical seminar "Dietary dishes for lent and holidays" by lecturers Erika Dzimidaitė (Department of Medical Technology and Dietetics, HCF), Danutė Jakštienė (Department of Tourism, BMF) and second-year DT19 Dietetics study programme students; ACTF training by Prof. Dr. Eugenija Strazdienė lecture "Smart Clothing - Quick Steps into Our Everyday Life"; lecture by otorhinolaryngologist Austėja Pečeliūnienė "COVID-19 and voice"; ATF - seminars by Inga Banyte, specialist of the State Protected Territories at the Ministry of Environment, "Protected Wetlands of Lithuania", "Life Cycle of the Butterfly or Why We Need to Protect Butterflies", and other events (Annex 14).

In 2021, Vilnius UAS held events for employees to improve their physical health: in February and June, the sports specialist Bronius Burneika held remote seminars "Challenges and Opportunities for Beginners" and "Physiology of Conscious Exercise I". These are events of the Vilnius UAS sports project "Creating New Spaces for Physical Activity at Vilnius University of Applied Sciences", which was actively attended by 94 participants, including 25 employees of Vilnius UAS.

During the International (Teaching) Week organised by Vilnius UAS on 1-5 March 2021, 44 participants from 19 foreign countries and Lithuania gave presentations on topics relevant to higher education. Eight seminars for teachers were attended by 125 participants from Vilnius UAS and other Lithuanian and foreign educational institutions (Annex 16).

Competence development activities at Vilnius UAS are planned taking into account the strategic goals, objectives and priority directions of staff competence development approved by the order of the Deans of the Faculties. Competence development activities for academic staff have been held and carried

out systematically, and the number of lecturers participating in training has remained stable for several years. The adequacy of the competences of the teaching staff working in the study programmes of the field of study for the achievement of study results can be assessed as good.

The qualitative indicator "Assessment of adequacy of competences of teaching staff working in field study programmes to achieve study results at the level of the competences of teachers working in the field study programmes", which is a part of the Objective 4, Measure 4.3.1 "To optimize the system of competences development of the academic staff, to carry out monitoring and analysis" of the *Strategy 2021-2025* is "Very good".

Until 2020, the focus of Vilnius UAS competence development events had been on academic staff. Competence development for non-academic staff was not centrally planned, was not systematic, and was based on voluntary participation in training events. The Description of the Procedure for the Development of Competences of Staff of Vilnius University of Applied Sciences approved by Resolution AT N-9 of Vilnius UAS Council of 18 December 2020, provided for the purpose and objectives of the development of competences of all Vilnius UAS staff (academic and non-academic staff), as well as the procedures for the planning, organisation and crediting of competence development. During the reporting period, competence development processes for non-academic staff were inconsistent and not planned in all units performing non-academic activities. A variety of competence development events organised for non-academic staff is sufficient, but the planning and organisation processes need to be improved. The qualitative indicator 'Assessment of the availability and adequacy of conditions for the development of competences of non-academic staff at the level' of Objective 4, Measure 4.3.2 of the *Strategy 2021-2025* "To ensure the availability and adequacy of the development of competences of non-academic staff" is *insufficient*.

7.4. Multicultural environment

Lithuania has a valuable historical and cultural heritage, and Vilnius UAS aims to promote the preservation of Lithuania's cultural identity and to develop public interest in Lithuanian ethno-culture and its traditions. National cultural heritage is an integral part of the identity of a country and its citizens. In the context of the programme of the Ministry of Culture for the development of culture and creativity for 2021-2030, the aim is to revitalise the cultural and national heritage of significance to the society and to increase its use by the public, and in line with the strategic objective of the Government's National Progress Plan for 2021-2030, which is to strengthen the national and civic identity, by increasing the pervasiveness of culture and the creativity of society, Vilnius UAS contributes to these objectives in its work by promoting culture, increasing the role of culture in society and the involvement and contribution of its community to culture, by fostering historical memory and by striving to revitalise the cultural heritage that is important to the society and local communities.

A virtual international scientific-practical conference "Paper Carvings. Past for the Future" organised by the BMF and the Association of Folk Artists of Vilnius District was held on 17 June 2021. The conference was of great interest, with 211 artists, teachers, art historians, representatives of state institutions, management specialists from Lithuania, Belarus, Bulgaria, Israel, the USA, Latvia, Poland, Russia, Switzerland, Ukraine and Germany attending the virtual event. Ramutė Kraujalienė, the Chair of the Association of Folk Artists of the Vilnius District, Asia A. Petričenko, Research Fellow at the Domodedovo Museums of History and Art (Russia), pioneer of international paper-cutting symposiums, guardian of one of the world's largest paper-cutting collections, Dalia Urbanavičienė, Chair of the Lithuanian Council for the Protection of Ethnic Culture, Violeta Dubnikienė, Senior Specialist of the Science and Innovation Division of

the Ministry of Agriculture of the Republic of Lithuania, and Solveiga Jakučiūnaitė, Folk Art Specialist of the Lithuanian National Centre of Culture, made presentations to conference participants. Participants of the conference also had the opportunity to hear the insights of the art historian and carver Svetlana Javorskaya (Domodedovo, Russia) on "Paper-Cutting as an Art", and the analysis of Dr Zinaida Kosytska (Ukraine, M. Rylski Institute of Ukrainian Folklore, Ethnology and Folk Culture) on "Traditions and Innovations in the Creation of the Lithuanian and Ukrainian Carpentry Craftsmen". When it comes to practical aspects, Laimutė Fedosejeva (Lithuania) presented "Paper Carvings. Past for the future", Liuda Kashina (Russia) - "Learning about Lithuanian traditional culture through the art of paper carvings", Laima Kantakevičienė (Lithuania) - "Developing creativity through the art of paper carvings", Virginija Jurevičienė (Lithuania) - "The world of my carvings. Explorations", Marijana Liubas (Ukraine) - "The use of paper-cutting (ripping) technique in teaching. Carpentry as a prerequisite for sustainable development of society", Anna Walczak (Poland) - "Polish carvings and their creators", Anna-Marija Schlemmer (Germany) - "Paper carving workshops. Natalia Suchaya (Belarus) - "Tales from Paper. Carpentry in Art Therapy", Ekaterina Ivanova (Russia) - "Carpentry in Jewish Culture. Project „Рейзеле ". From the perspective of the management of creative industries, the presentations "Monetization of Creative Industries" by Dr. Miglė Eleonora Černikováitė (Lithuania) and "Consumer Behaviour" by Birutė Vaitėnienė were made. During the conference, the opportunity was given to join the Domodedovo Museum (Russia) and the Krivos Rog Art School (Ukraine), where the Ukrainian National Conference "Integration of Folk and Academic Art: Links and Mutual Influence" and the National Children's Paper Cutting Competition took place.

In 2021, Vilnius UAS agreed to participate as a project partner in the organisation of the international scientific and practical conference "The tradition of making Easter palms of Vilnius District as a unique intangible cultural heritage" together with the Association of Folk Artists of Vilnius District and the Vilnius District Municipality. The aim of the project is to organise an international scientific and practical conference on the subject of Lithuanian palms, bringing together outstanding scientific experts and practitioners to present their papers. The planned conference is the first scientific and practical event dedicated exclusively to the specificity of Lithuanian palms, their cultural meaning and their actualization in the society. The conference will be broadcast live on the social media platforms of the conference partners and sponsors to the Lithuanian population and Lithuanian communities abroad, thus creating a long-term lasting value of the event for the present and future generations, and preserving and disseminating the video recording of the conference as a documentary material. The target audience of the project is individuals and organisations interested in Lithuania's cultural heritage, with the aim of further engaging and broadening the interest of education, business and NGOs in this topic. The project will also successfully contribute to the implementation of the Lithuanian Ministry of Culture's programme for the development of culture and creativity for the period 2021-2030 revitalising the cultural and national heritage of importance to the society, increasing its public awareness and promoting the inclusion of Lithuania's heritage in the UNESCO World Heritage List.

On 12 October 2021, teachers of the BMF Laimutė Fedosejeva and Dr Giedrė Brazdauskaitė made research presentations at the training in Latvia under the EU international project No ENI-LLB-1-108 "Promoting preservation, availability and development of intangible culture and local history heritage improving sustainable culture tourism competitiveness in Latvia, Lithuania and Belarus" / "Rediscover the roots of regions". The project aims to promote the preservation of intangible cultural heritage and improve the competitive advantage of cultural tourism in Latvia, Lithuania and Belarus by preserving and transferring knowledge about intangible historical and cultural heritage and developing cross-border cooperation in the field of tourism, as well as creating conditions for the development of entrepreneurship, involving young people in the field of tourism and training them to organise joint activities in partner

regions. During the training, L. Fedoseyeva gave a presentation on "Design and Crafts. Review of Lithuanian Traditional Crafts: Success Stories", while Dr. G. Brazdauskaitė made presentations on ethno-cultural creativity: "Ethno-cultural creativity: developing a new concept" and "Ethno-cultural branding: integrating ethno-cultural elements into product design".

In its activities, Vilnius UAS promotes various ethno-cultural initiatives in Lithuania. On 17 May 2021, a lecture on Baltic symbolism was organised by the lecturer Lina Bivainienė together with the head of the Šiauliai City Tourism Information Centre Rūta Stankuvienė. A lot of attention was also paid to the ethno heritage of carvings with the virtual art workshop "Carvings with Adele" on 3 May in cooperation with the Student Representation. The workshop was led by young designer Adele Bražėnaitė. To celebrate Easter, the BMF organised a competition "Send a picture of an Easter egg - win a prize" in cooperation with the Student Representation. The Easter competition attracted not only the attention and contribution of students and teaching staff of the BMF, but also of external creators, with excellent entries from students of Vilnius UAS ACTF.

Initiatives to celebrate meaningful Lithuanian ethno-cultural festivals in an original way have also been gaining popularity. On 20 May 2020, the Lithuanian ethno-cultural and mythological festival of ancient origins Mildadienis (Milda Day) was celebrated at the BMF. It is a day dedicated to Milda - the goddess of love and continuity of families. Milda is the goddess of love, who was present in every great ancient nation: the Greeks had Aphrodite, the Romans had Venus, and Lithuanians had Milda. In her scientific works, Professor P. Dundulienė speculates that the temple of Milda in Vilnius was located on the present-day Three Crosses Hill, and there were two temples to Milda in Kaunas. Milda's Day is a meaningful Lithuanian alternative to Valentine's Day.

7.5. An environment conducive to self-expression for community members

Community self-expression groups

Table 21 shows the activities of self-expression groups of Vilnius UAS community.

Table 21. Activities of self-expression groups of Vilnius UAS community

Seq. No.	Name of group	Field of activity	Key activities carried out
1.	Dance and song ensemble "Voruta"	<p>Non-formal adult/youth education.</p> <p>Voruta is a joint group of dancers, singers and folk instrument orchestra performing folk songs and dances, composers' and choreographers' works, staged ceremonies, theatrical montages and stylised folklore.</p> <p>It is an amateur art ensemble, most of whose members have performing arts skills, and have a long-standing programme of artistic education and training.</p> <p>The ensemble represents Vilnius University of Applied Sciences in community, Vilnius city and republican events, participates in international cultural projects, festivals, TV programmes, etc.</p>	<p>On 16 February 2021, a Gala concert was held to celebrate February the 16th, the Lithuanian State Restoration Day. Visual material was prepared and broadcast on social networks.</p> <p>On 19-20 June 2021, the project to reduce social exclusion "Let's not leave people with disabilities alone" was held in Sventoji (the leader of the ensemble is one of the organisers and director of this event).</p> <p>On 27 November 2021, the repertoire for the Baltic Student Song and Dance Festival "Gaudeamus" was prepared and participation in the Lithuanian Higher Education Festival Ei, studente, sukis vėju (English: Hey, Student, Turn with the Wind) was planned (we did not participate due to Covid-19).</p> <p>On 20-21 November 2021, participation in the Lithuanian Student Folk Music Festival LINKSMINKIMOS. This was a two-day event with different programmes - a concert of folk instrumental and vocal music and a joint concert in the Dance Theatre.</p> <p>On 12 December 2021, Traditional international week for staff training organised by the International Relations and Projects Office. An educational-concert-interactive programme with a</p>

Seq. No.	Name of group	Field of activity	Key activities carried out
		Encourages students to engage in artistic self-expression, active and healthy lifestyles in their free time.	folklore component for the participants of the international week. During the evening party, foreign students, lecturers and other guests of the event were introduced to the peculiarities of ethnographic regions of Lithuania, such as national costumes, songs, music and dances of one or another region. The guests' favourite part was the learning of traditional folk dances, playing Lithuanian folk instruments and learning Lithuanian folk songs together.
2.	Student folklore ensemble "ŽELMUO"	Teaching students of Vilnius UAS to get to know and to perform traditional music and choreography, to promote traditional folklore at Vilnius UAS community events, and to introduce ethnic culture to foreign visitors or exchange students. Cooperation with other Lithuanian student youth groups, social partners of Vilnius UAS and participation in folklore events in the city are also important.	On 04 March 2021, a presentation of traditional music was shown remotely at the Culture Day of the International Week 2021. It is an almost half an hour-long performance of various traditional music with explanations. This recording was made available on Youtube channel on the initiative of Vilnius UAS. On 27 May 2021, participation in the singing evening of the international folklore festival "SKAMBA SKAMBA KANKLIAI - 2021" – hosting the event and teaching the audience songs of the ensemble. The evening took place in the courtyard of the A. Mickevičius Library, Trakų str. 25 October 2021 – All Souls' Day orphan song evening with members of the ensemble. 13 December 2021 – the evening of Advent and Christmas songs with members of the ensemble.
3.	Girls choir "VAIDILUTĖS"	Choral music making	28 August 2021, Northern Lithuania Choir Festival (Pasvalys Park) 23 October 2021, Festival of Choirs of Lithuanian Higher Education Institutions (Kaunas Resurrection Basilica) 16 December 2021, Advent Music Evening (at the Faculty of Arts and Creative Technologies, Room 230)
4.	Physical education and sports centre	Physical activity and sports	10 May 2021, Lithuanian Student Basketball League (LSKL) boys basketball 3X3 tournament, 6th place. 21 st Lithuanian College Student Games: <ul style="list-style-type: none"> - Boys basketball, 1st place. 9 November 2021. - Girls basketball, 1st place. 11 November 2021. - Girls volleyball, 2nd place. 16 November 2021. - Boys volleyball, 3rd place. 18 November 2021. - Boys indoor football, 1st place. 24 November 2021. - Girls table tennis, 3rd place. 27 October 2021. - Weightlifting, 3rd place. 27 October 2021. - Girls Athletics Cross Country, 3rd place. 6 October 2021. - Boys table tennis, 4th place. 27 October 2021 - Boys' athletics cross-country, 4th place. Vilnius UAS boys' basketball team participated in the Capital Basketball League (SKL) Group A main championship (2021-2022 season) and the Autumn Cup (12 September 2021 – 17 October 2021). 7 October 2021, Volleyball mixed teams tournament at Rudamina Ferdinandas Ruszczyc Gymnasium. 30 November 2021, Night orienteering competition "Get to know Vilnius at night". 9 December 2021 – 3 May 2022 - Inter-faculty amateur basketball league competition. Amateur and advanced volleyball training. Nordic walking exercises in Žvėrynas every Monday morning.

Spaces that meet the needs of activities

Voruta ensemble members rehearse in different faculties. The ensemble's wish and aspiration is to be able to work in close proximity to each other, for groups of dancers, musicians, singers to meet and communicate, for the ensemble to be a centre of attraction, not only for the performance of certain functions - rehearsals, but also to be a kind of a cultural centre where students could comfortably come, meet, rehearse, have meetings, discuss concerts, view visual material - their concerts or educational material, etc. A more convenient location for student rehearsals is in Baltupiai, where three faculties and dormitories are located next to each other. The location at Studentų Street 39A also has three faculties but only one dormitory. There is a great hall (stage) here, but the use of other rooms is still to be solved. The ensemble has not had a permanent venue for two years.

The ensemble Želmuo rehearses in Room 79 of the ACTF. It is a separate small auditorium with the group's musical instruments, books, handouts and national clothing. When necessary, when learning dances or rehearsing a programme for a stage performance, the ensemble rehearses in larger classrooms of the Faculty.

The activities described by the Centre for Physical Education and Sport (Table 21) are held in sports halls of Vilnius UAS and public spaces of Vilnius City. Competitions of Vilnius UAS Student Games are also held in sports halls of other Lithuanian colleges. Lithuanian Student Basketball League tournaments are held at home and away.

Non-formal education projects promoting community self-expression

Voruta. Additional activities were planned, but were cancelled or postponed due to the state of emergency in Lithuania and the quarantine. The ensemble plans to bring together a group of folk music lovers and enthusiasts from different generations and backgrounds. The aim is to strengthen the community of Vilnius UAS, to represent national culture with the opportunity to perform together with the Voruta ensemble (or separately), to take part in various events (the beginning of the school year, celebrations of national holidays), receptions of foreign guests, exhibition openings - wherever a subtle sound of national music is needed. The ensemble would be led by Dainius Petručionis, the head of the ensemble's band. Another idea is to establish a folkdance studio for children of employees of Vilnius UAS.

Želmuo. In January - May 2021, the group rehearsed remotely, learning new songs and repeating old ones. Before the performance of the festival SKAMBA KAMBA KANKLIAI - 2021, the group gathered several times for live rehearsals. In September-December, some of the sessions took place in classrooms and some were held remotely. The pandemic situation had an impact on the planning and execution of activities (e.g. restrictions on events), as well as on the joining of new members to the ensemble. Newly admitted students did not join informal activities, minimising their contact activities.

7.6. Motivating community members

Motivating employees of the Vilnius UAS

Employees of Vilnius UAS have access to free individual psychological counselling. Regular annual interviews between heads and employees of units have been held. Table 19 presents information on the resources allocated for the development of competences per staff member (see Subsection 7.3).

Funds for students' academic, financial, social, psychological and personal support

In 2021, the funds allocated for students' academic, financial, social, psychological and personal support accounted for 5.9% of state budget appropriations of Vilnius UAS. This resulted in the inclusion in

the budget allocations of funds from ongoing projects and funds for the development of R&D activities. For more information on student motivation, see Subsection 4.3 "Improving the student-centred study process".

7.7. Internal and external communication

Internal and external communication of Vilnius University of Applied Sciences

On 14 October 2021, the analysis of internal and external communication situation of Vilnius UAS was presented to Vilnius UAS community. The work took almost half a year and involved external experts. The main aspects of the analysis are as follows: identification of the communication situation, the main characteristics of internal and external communication, and the communication tools. The situation of communication channels in Vilnius UAS and on social networks was identified (see Figure 29).

 14,3 tūkst. sekėjų Pagrindinės temos: 1. Studentų ir absolventų įspūdžiai 2. Informacija apie renginius, atvirų durų dienas 3. Aktuali informacija studentams	 1,5 tūkst. sekėjų Pagrindinės temos: 1. Studentų ir absolventų įspūdžiai 2. Informacija apie renginius, atvirų durų dienas 3. Aktuali informacija studentams
 156 sekėjai Pagrindinės temos: 1. Studentų darbai (dainų versijos ir pan.) 2. VK pristatantys video 3. Erasmus studentų patirtis	 9 tūkst. sekėjų Neaktyvus

Figure 29: Key characteristics of social media accounts of Vilnius UAS

It should be noted that the updated logo of Vilnius UAS has been embedded in regular communication of Vilnius UAS on social networks, but there is a lack of consistency and continuity, as well as synergy of channels compared to competitors.

The conducted analysis has led to the development of clear characteristics of main target audiences of Vilnius UAS (three main audiences have been identified), the identification of the main recommended characteristics of the communication message (5 characteristics have been identified, see Figure 30), the discussion of the tone of the communication, and the other prerequisites for a successful communication.



Figure 30: Key characteristics of a communication message

Three main communication axes have been identified for 2021-2025 (three axes have been highlighted, with a description detailing the main aspects):

- Organisational communication;
- Expert communication for pupils and students;
- Expert communication for business.

The aim is to establish the perception that Vilnius University of Applied Sciences is a visible, reputable higher education institution with consistent, proactive and rapid communication.

Managing communication processes and channels

The communication analysis has led to the development of a basic scheme of internal communication of Vilnius UAS (see Figure 31).

The analysis of the communication situation prepared and discussed with the community has led to the preparation of the following works:

- Agree on responsibilities, resources and operating principles for implementing external communication,
- Approve the calendar of external communication actions,
- Map out the steps, resources, responsibilities, etc. for the development of formal channels for internal communication.

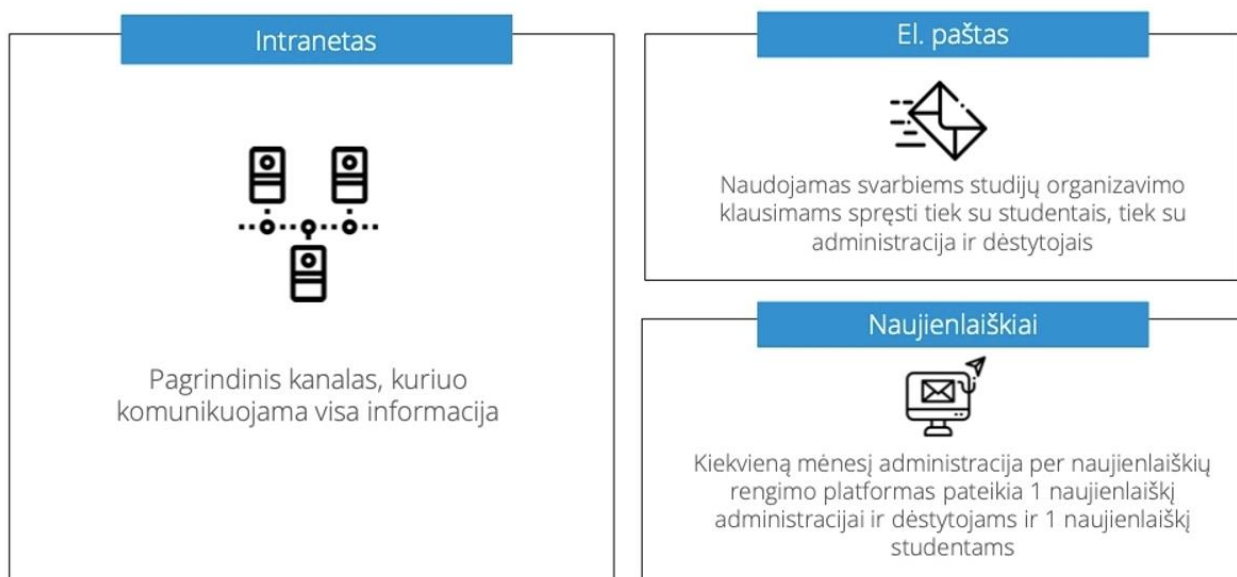


Figure 31: Internal communication channels and tools

Updating a web page

The service of design of the website of Vilnius UAS was purchased in 2021. The design was purchased in agreement with the service provider and the responsible persons of Vilnius UAS. Currently, ITC programmers are writing the code to put the design ideas into practice on the new Vilnius UAS website. The plan is to refresh Vilnius UAS website in new colours in spring 2022.

INSIGHTS FOR IMPROVING ACTIVITIES

Internal and external communication activities include the establishment of a Communication Management Group of Vilnius UAS with the main objective of strengthening communication, synergising communication channels; strengthening the communication competences of Vilnius UAS community by communicating through different communication channels; enabling communication of experts of Vilnius UAS in the media; and launching a new website www.viko.lt.

Competence development activities are planned to encourage faculty staff to take more interest in and participate in the information about competence development events published on the intranet of Vilnius UAS; to carry out an analysis of the need for competence development of non-academic staff, to improve the planning and organisation of competence development events for non-academic staff; to continue competence development activities for both academic and non-academic staff, to share the experience gained in international projects in the areas of research, intercultural cooperation, and improvement of communication competences.

To enhance the internationalisation of staff, the plan is to encourage inactive/less active staff in individual units to engage in international mobility activities; to provide opportunities for academic and non-academic staff to systematically improve their foreign language skills and intercultural competences; to encourage international mobility of teaching staff in the context of research; and to develop the dissemination of the results of staff international mobility, with dissemination procedures, tools and responsibilities.

8. GOVERNANCE of VILNIUS UAS

8.1. Governance system

Vilnius UAS has collegial governing bodies - the Council and the Academic Council, as well as a single-person governing body – the Rector of Vilnius UAS. The Student Representation represents interests of students of Vilnius UAS.

Council of Vilnius UAS

The 5-year term of office of Vilnius UAS Council began on 3 October 2017. The new term of office began on 1 January 2017, when the Academic Council announced the composition of Vilnius UAS Council (Annex 17). Vilnius UAS Council had 7 meetings in 2021. The resolutions of the meetings of Vilnius UAS Council and the annual activity report are published on the website of Vilnius UAS: <https://www.viko.lt/kolegija/valdymas/kolegijos-taryba/>.

Academic Council

The Academic Council started and ended the year in full composition (Annex 18). In 2021, the composition of the Academic Council was renewed by 13%, largely (10%) due to members delegated by the Student Representation. The Academic Council met 9 times, adopting 46 resolutions. The following strategic documents important for Vilnius UAS activities were approved: the Strategic Partnership Programme 2021-2025 of Vilnius University of Applied Sciences, the Study Programme Handbook, the draft Statute of Vilnius University of Applied Sciences and other relevant documents regulating academic activities. The Academic Council's Quality and Study Commissions have been consistently working on the documents regulating academic activities. The average participation rate of the Academic Council members in the meetings was 81%. Resolutions of the Council meetings are available on the website of Vilnius UAS: <https://www.viko.lt/kolegija/valdymas/akademinė-taryba/>.

When planning meetings, they are integrally coordinated with the Directorate, the Governance and Academic Affairs Committees and the Vilnius UAS Council. The assessment of the activities of the Academic Council in 2021 allows stating that it implemented its planned activities. Significant new and updated existing documents (33 in total) governing the activities of Vilnius UAS were approved. As part of the implementation of the Strategy Action Plan of Vilnius UAS, the Academic Council has submitted an updated draft Statute to the Vilnius UAS Council for consideration, and it is likely that the Statute of Vilnius UAS will be approved by the Government of the Republic of Lithuania in 2022.

Student Representation

The interests of students at Vilnius UAS are represented by a self-governing body - the Student Representation (VIKOSA). It is an autonomous, non-profit public organisation (Annex 19). For more information on the activities of VIKOSA see <https://vikosa.lt/>; <https://www.facebook.com/viko.sa1/>

8.2. Management of financial resources

In 2021, the largest share of financial resources for the implementation of *the Strategy 2021-2025* was provided by appropriations received for the implementation of measures under the state budget-funded Research and Higher Education Development Programme - *to fund college studies, to encourage students to achieve good results in their studies and to take part in research (artistic) activities (Presidential and Signatories' scholarships), to maintain relations with foreign Lithuanians and to support Lithuanian (Baltic) studies abroad.*

In 2021, the activities of Vilnius UAS were financed by various sources of funds (Figure 32):

- EU funding, development of educational exchanges, international organisations and projects,
- support funds,
- other funds received,
- operating income (contributions) and funds from the rent of premises.

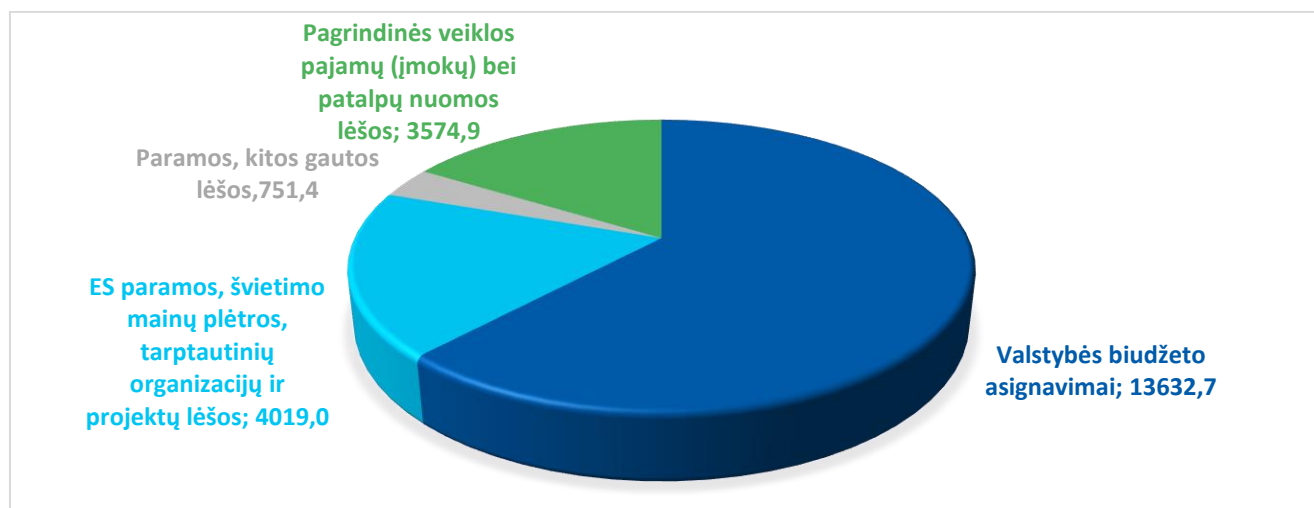


Figure 32: Structure of the financial resources of Vilnius UAS in 2021, EUR thousand

State budget appropriations

In 2021, the state budget-funded Research and Higher Education Development Programme received and used EUR 13 632 700 (EUR 12 969 600 in 2020) for the performance of the two state functions, of which:

- EUR 13 606 000 of state budget appropriations were received and used for the measure *Funding College Studies* (EUR 12 864.5 thousand in 2020).

State budget appropriations were used to fund studies and incentive scholarships for students studying in state-funded study places for EUR 9 363 700 (EUR 8 862 500 in 2020) and for basic funding in the amount of EUR 4 269 000 (EUR 4 002 000 in 2020) (Figure 33).

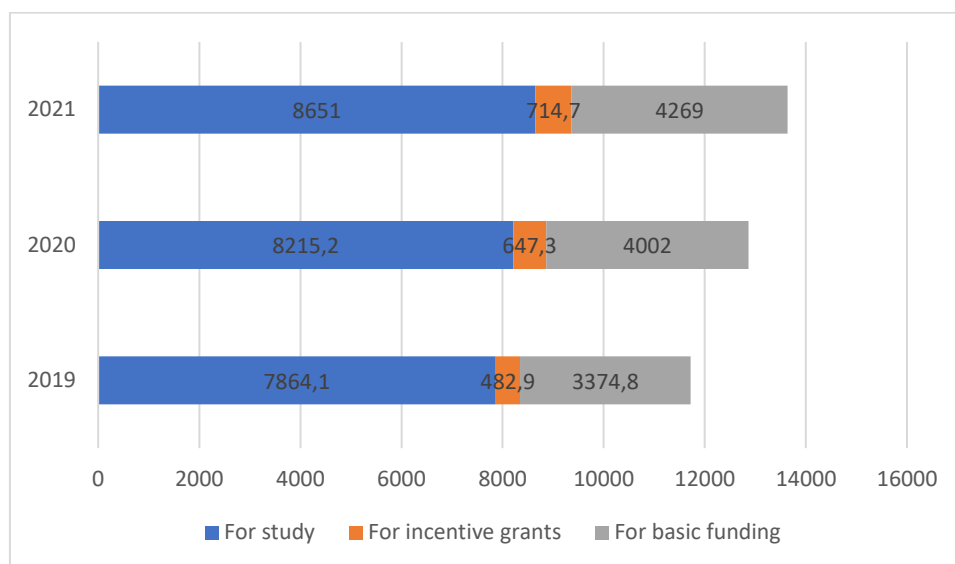


Figure 33: Structure of funds for the measure *Funding College Studies* in 2019-2021, EUR thousand

The funds were used in accordance with the economic classification of the approved estimates.

For the measure *Encouraging students to pursue good study results and to participate in scientific (artistic) activities*, a total of EUR 22 800 (EUR 17 100 in 2020) was received and used under the contracts for the execution of assignments of the ESSM.

The total amount of EUR 3 900 (EUR 2 400 in 2020) was received and used for the financing of the measure "*Maintaining relations with Lithuanians abroad and supporting Lithuanian (Baltic) studies abroad*" under the contract for the execution of the assignments of the ESSM.

Annex 20 illustrates the financing from the state budget and the implementation of the estimates.

State budget funds (measure *Funding College Studies*) per state-funded student (number of BF students on 1 October 2021)

Funding per BF student under the measure *Funding College Studies* totalled EUR 3 066.8 in 2021 (EUR 2 915.1 in 2020).

Compared to the previous year, the budget allocation per BF student increased in 2021 due to an increase in the normative price of tuition fees and in the basic funding appropriations (increases in the minimum monthly salary, the basic salary for the position, the salaries of lecturers and incentive scholarships).

Figure 34 illustrates the amount of funding per state-funded student and its change in 2019-2021 for the Higher Education and Research Development Programme and its main measure *Funding College Studies*.

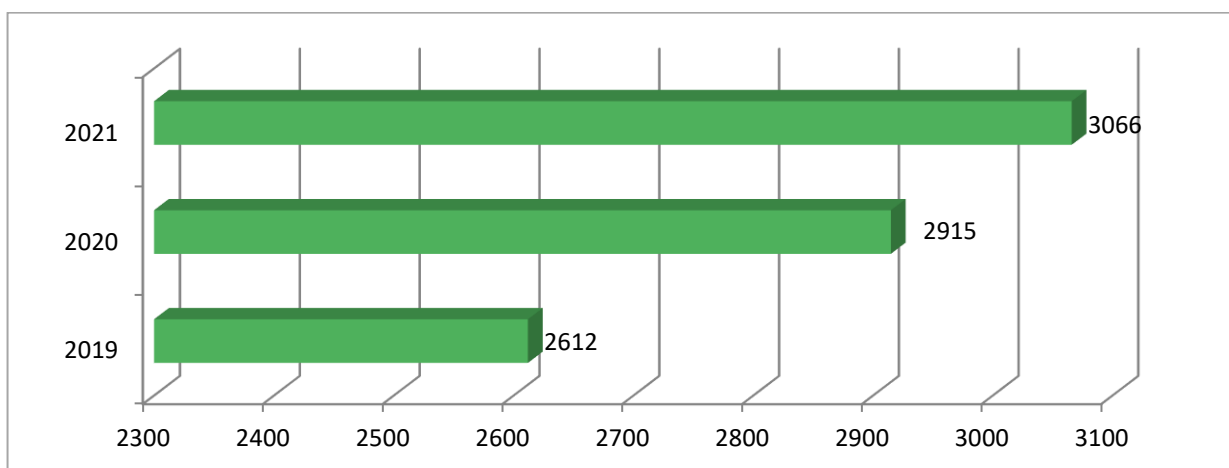


Figure 34: State budget funds per state-funded student in 2019-2021, EUR

EU support funds, development of educational exchanges, international organisations and project funding

In 2021, the Vilnius UAS received EUR 4 019 000 from the EU support and the state budget for the implementation of EU international projects and the development of educational exchanges (EUR 1 792 800 in 2020).

The funds have been used to implement the objectives of *the Strategy 2021-2025*.

Support funds

During the reporting period, Vilnius UAS received a cash support of EUR 15 000 (EUR 14 100 in 2020).

Other funds received

In 2021, Vilnius UAS received EUR 638 800 (EUR 244 900 in 2020) from various bodies for the implementation of projects and mandates.

Vilnius UAS settles accounts with residents of privatised apartments and tenants of non-residential premises for services provided to them by third parties (heat, electricity, water supply and sewerage, garbage collection). In 2021, the funds collected from residents and tenants of non-residential premises for the services provided to them by third parties totalled EUR 112 600 (EUR 116 500 in 2020) and were used to pay the bills of the suppliers of these services.

Operating income (contributions) and funds from the rent of premises

In 2021, Vilnius University of Applied Sciences generated EUR 3 574 900 in income from services provided by its core activities (contributions) in 2021 (EUR 3 412 800 in 2020).

The major share of the fees collected for services provided are tuition fees. In 2021, the fees paid by tuition fee-paying students for credits, retaking examinations and preparing final theses, as well as the entrance fee, amounted to EUR 2 539 900 (EUR 2 390 400 in 2020).

The revenue from student accommodation in dormitories totalled EUR 557 700 in 2021 (EUR 642 500 in 2020).

In 2021, Vilnius University of Applied Sciences received EUR 294 000 in contributions from research development, consultancy and art activities (EUR 144 500 in 2020).

Revenue from other services provided totalled EUR 101 300 in 2021 (EUR 124 500 in 2020).

Income from the rent of premises totalled EUR 82 000 in 2021 (EUR 110 900 in 2020).

The report on the implementation of estimates of operating revenue and expenses is presented in Annex 20, Table 2.

Rational use of the existing financial resources

In 2021, Vilnius University of Applied Sciences received EUR 21 993 000 of income (contributions) in 2021 (EUR 18 550 700 in 2020) from all sources of funding, its core and other activities.

62% of the funds received came from the state budget appropriations for the Higher Education and Research Development Programme. The second largest source of funds was EU support, development of educational exchanges and project funding, which accounted for 18.3%. Contributions to operating and other income earned by Vilnius UAS accounted for 16.3% of the funds received in 2021.

The funds needed to provide resources for the study process (salaries and social security contributions of lecturers and study staff, purchase of goods and services, purchase of fixed assets) accounted for 76.2% of total expenditure of Vilnius UAS in 2021. The indicator is partly reduced by the intensive implementation of projects related to AR&D, which increase the income and expenditure of Vilnius UAS.

EUR 19 996 400 in costs was incurred to earn income from all sources. The breakdown of this amount by item is presented in Figure 35.

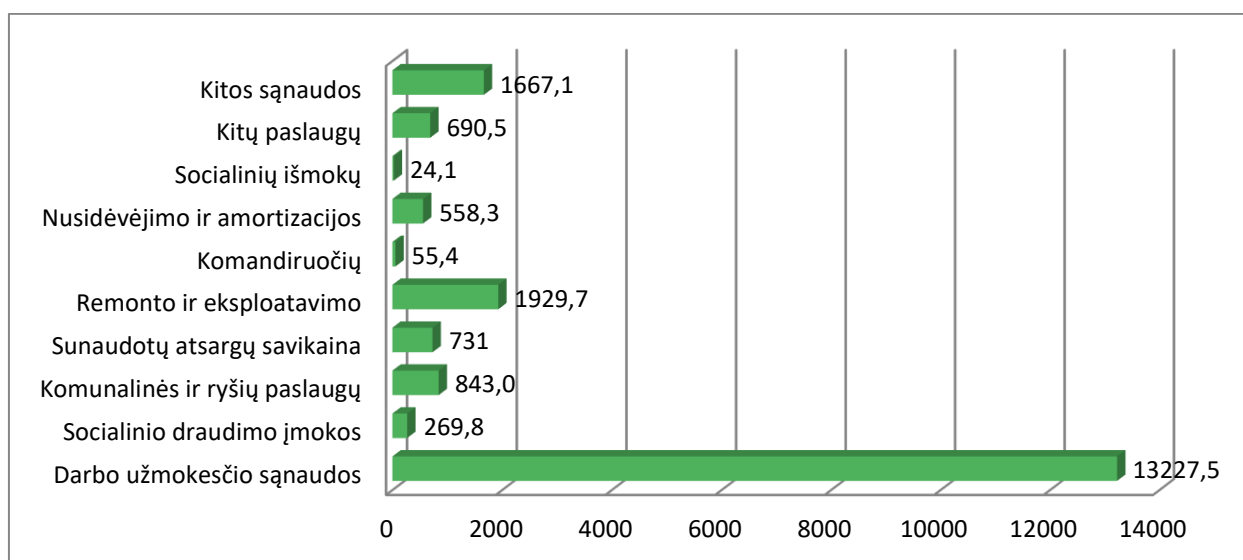


Figure 35: Structure of costs incurred in 2021, EUR thousand

Salary and social security costs account for the major share of costs illustrated in Figure 34, totalling 67.5% (75.3% in 2020), utilities and communication services - 4.2% (4.7% in 2020), social benefits - 0.1% (0.2% in 2020), repairs and maintenance costs - 9.7% (4.2% in 2020), all other costs - 14.8% (13.2% in 2020).

In 2021, salary and social security costs increased due to an increase in the minimum monthly salary, the basic official salary, salaries of teaching and other staff, and changes in the tax base environment.

An increase in base funding over the past years has reduced the risk of financial resource management and has allowed a larger share of operating income (contributions) previously used for infrastructure maintenance to be used for the renewal of fixed assets and inventory necessary for core activities - delivery of college studies.

The cost of intangible and tangible fixed assets acquired in 2021 totalled EUR 3 576 800 (EUR 841 000 in 2020). Data on intangible and tangible fixed assets by group and source of funding are presented in Annex 20, Table 3.

A high number of part-time employees has a negative impact on the overall average monthly salary of employees. Therefore, for comparison purposes, Figure 36 provides information on both total and average monthly salary of part-time employees.

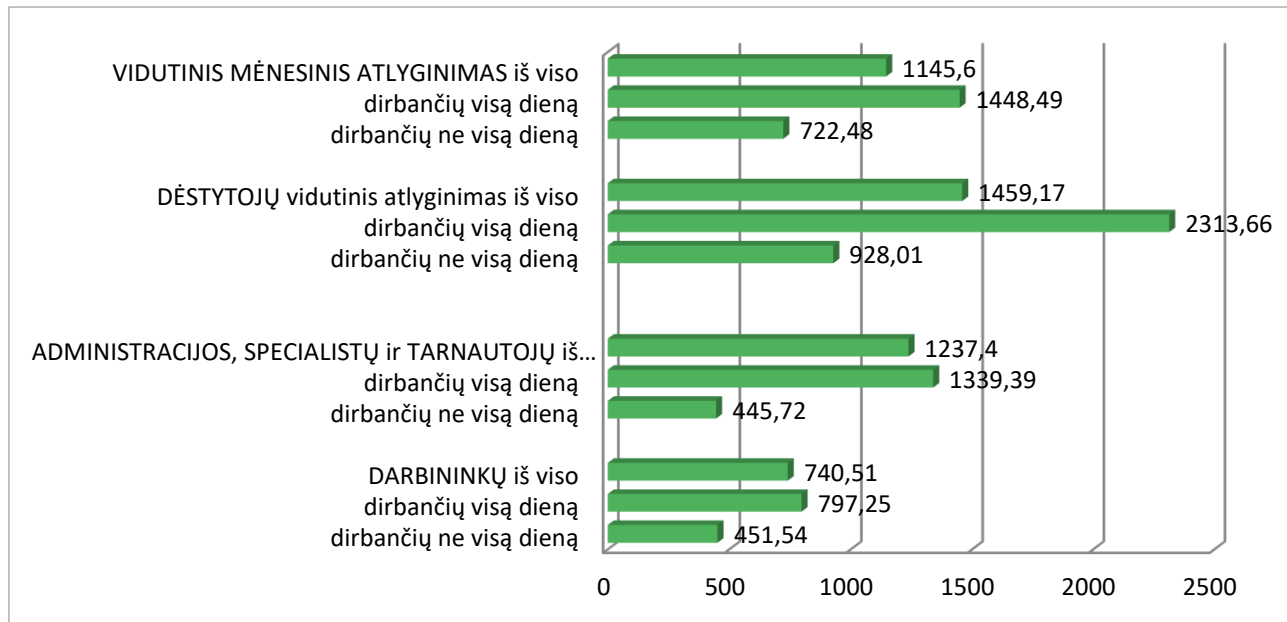


Figure 36: Average salaries of Vilnius UAS employees in 2021, EUR

INSIGHTS FOR IMPROVING ACTIVITIES

In order to strengthen the effectiveness of self-governance of Vilnius UAS (Objective 4.2 of *Strategy 2021-2025* and measure 4.2.1 of the *Strategy 2021-2025 Implementation Action Plan*), to ensure coherence between the functions of self-governance, and to ensure the accessibility of the participation of community members in self-governance, the plan is to develop visualised algorithms in 2022, showing the opportunities for community members to participate in self-governance, the objectives of the functioning of self-governance institutions, the terms of office, and candidacy opportunities, with the procedures and sequence of the application process to self-governance institutions clearly described and made publicly available.

In order to continue to save energy resources and to reduce utility costs, buildings managed under the right of trust by Vilnius UAS should be renovated. Targeted financial support from the European Union and the state budget has been sought for this purpose.

In order to be sustainable and to reduce the cost of energy resources, Vilnius UAS has and will continue to apply for project funding from the Environment Agency for purchasing solar power plants.

The implementation of projects to reduce energy costs would allow increasing spending to meet study needs.