



VILNIAUS | HIGHER EDUCATION  
KOLEGIJA | INSTITUTION

**Empowered to  
change the future!**



**STRATEGY 2026–2030**

Aukštoji mokykla,  
transformuojanti

# VISION

Vilniaus kolegija  
(VIKO) opens  
pathways to  
tomorrow's  
opportunities

# MISSION

A higher education  
institution transforming  
ideas into solutions that  
build a sustainable and  
resilient society

# VALUES

**Community spirit**

**Innovation**

**Openness**

**Professionalism**



# STRATEGIC DIRECTIONS

**Unity of  
Research,  
Arts, and  
Studies**

**1**

**Creative  
Community**

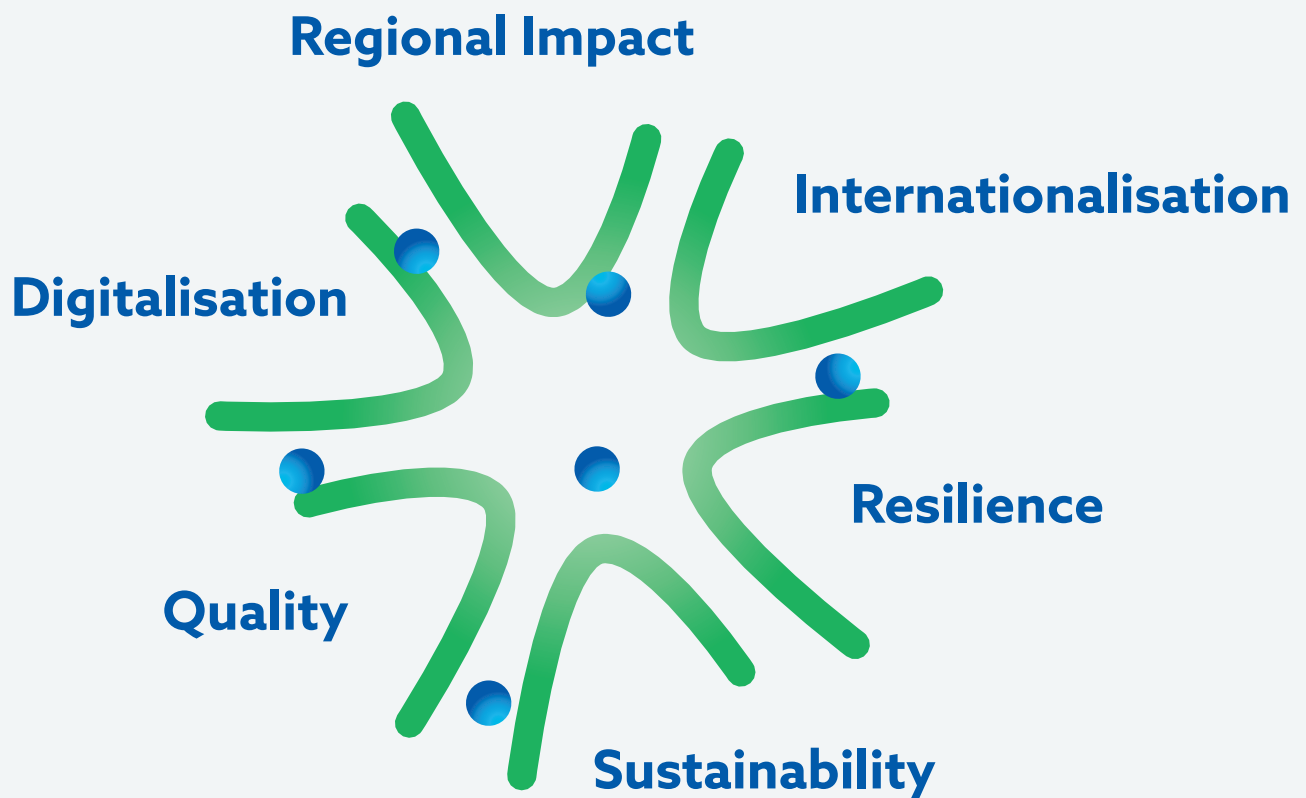
**2**

**Recognisable  
Identity**

**3**

# 6

## HORIZONTAL PRIORITIES



# Unity of Research, Arts and Studies

## STRATEGIC DIRECTION

**Long-term Goal** – to develop demand-driven, international-level study programmes, R&D and artistic activities that ensure university of applied sciences status.

### HORIZONTAL PRIORITY

#### IMPACT ON REGIONS

To create added value for the regions.

### Long-term Indicators

- Annual growth in revenue from R&D and artistic activities;
- Annual growth in revenue from services provided to society;
- Annually increasing impact of social projects;
- At least **90%** of employers evaluate VIKO graduates' competencies positively.

#### INTERNATIONALISATION:

To develop internationalisation in research, arts, and studies by integrating academic and creative activities and strengthening participation in international networks.

- At least **20%** of study programmes delivered in English;
- Annual growth of funds attracted through project activities;
- Increasing proportion of VIKO students participating in international mobility programs;
- Annual increase in the proportion of international students from selected strategic regions enrolled in full-degree programmes;
- A steadily increasing annual percentage of international students enrolled in exchange studies;
- A growing number of double degree programmes, including those developed with HEROES Alliance partners;
- Increasing number of international research projects and attracted funding

# Unity of Research, Arts and Studies

## STRATEGIC DIRECTION

**Long-term Goal** – to develop demand-driven, international-level study programmes, R&D and artistic activities that ensure university of applied sciences status.

### HORIZONTAL PRIORITY

#### QUALITY

To ensure high quality of studies, R&D, and artistic activities by integrating the principle of unity of research, arts, and studies, achieving international-level outcomes that meet the needs of the academic community, society, and the labor market.

### Long-term Indicators

- At least **90%** of all first-cycle study fields are accredited for the maximum period;
- At least five research fields receive a “good” rating in international expert evaluations.

#### DIGITALISATION

To integrate digital technologies into studies, R&D, and artistic activities to develop demand-driven, international-level programmes and initiatives, to enhance accessibility, innovation, and international visibility.

- At least **90%** of study activities available on digital platforms;
- Number of integrated digital solutions in studies, research, art, international mobility, and project management.

## Unity of Research, Arts and Studies

**Long-term Goal** – to develop demand-driven, international-level study programmes, R&D and artistic activities that ensure university of applied sciences status.

### HORIZONTAL PRIORITY

#### SUSTAINABILITY

To develop sustainable activities based on needs and international standards by integrating academic, creative, and research activities, to ensure long-term impact on the environment, society, and the knowledge economy.

### Long-term Indicators

- At least 2 Professional Master's degree programmes are accredited;
- At least **70%** of students graduate on time.

#### RESILIENCE

To strengthen the resilience of research, arts, and study activities by developing needs-based international-level study programmes, R&D, and arts initiatives that can adapt to changing circumstances, ensure continuity, and create long-term value for society.

- Each year, at least 1.25 times more students are admitted than graduate;
- Studies, R&D, and arts activities are flexibly planned each year, considering regional needs and changing socio-economic conditions.

# Creative Community

**Long-term goals** – to build a sustainable, cohesive, and creative community.

## HORIZONTAL PRIORITY

### IMPACT ON REGIONS

To build a sustainable and cohesive academic community that actively creates and shares knowledge, artistic initiatives, and innovative practices, strengthening the social, cultural, and economic vitality of the regions.

## Long-term Goal Indicators

- Increasing impact of project outcomes on target groups.

### INTERNATIONALISATION:

To promote internationalisation by creating a sustainable, cohesive, and creative community, strengthening intercultural cooperation, academic and creative partnerships, and involving international members in joint research, artistic, and study activities.

- Increasing involvement of VIKO staff in international activities: participation in projects, international conferences, and other international events in Lithuania and abroad.

# Creative Community

**Long-term goals** – to build a sustainable, cohesive, and creative community.

## HORIZONTAL PRIORITY

### QUALITY

To ensure high quality activities by creating and strengthening a sustainable, cohesive, and creative community in which the unity of research, arts, and studies is based on professionalism, engagement, and continuous improvement.

### DIGITALISATION

To develop digital tools and infrastructure that strengthen community engagement, collaboration, and creativity in order to unite a sustainable, cohesive, and creative academic community.

## Long-term Goal Indicators

- Each employee (1 full-time equivalent) participates annually in needs-based professional development training courses and events with a total duration of at least **20 academic hours**;
  - The satisfaction level of students, lecturers, staff, and social partners with VIKO services reaches at least **85%**.
- 
- Digital engagement index reaches **80 points**.

# Creative Community

**Long-term goals** – to build a sustainable, cohesive, and creative community.

## HORIZONTAL PRIORITY

### SUSTAINABILITY

To promote the integration of sustainability principles into community activities to create a responsible, cohesive, and creative academic community that operates in harmony with the environment, society, and the needs of future generations.

### RESILIENCE

To strengthen community resilience by creating a safe, supportive, and adaptable environment in which research, arts, and study activities unite members for shared creative and academic growth despite external challenges.

## Long-term Goal Indicators

- Allocate at least **2%** of study funding to staff professional development;
  - Ensure that at least **60%** of premises in each building are accessible to persons with special needs.
- 
- A staff engagement indicator increasing by at least **2%** every two years.

# Recognisable Identity

**Long-term Goal** – to establish a recognisable VIKO identity.

## HORIZONTAL PRIORITY

### IMPACT ON REGIONS

To strengthen the VIKO identity through meaningful regional impact by developing cooperation with local communities, businesses, and institutions, and by enhancing the visibility and relevance of research, arts, and study activities in the regional context.

### INTERNATIONALISATION

To develop VIKO's international visibility and cooperation of VIKO by strengthening the identity through active participation in international academic, cultural, and professional activities that reflect the VIKO values, competencies, and creativity.

## Long-term Goal Indicators

- At least **70%** of graduates are employed in highly qualified jobs 12 months after graduation;
- At least **50 expert** contributions from community members in national media annually.
- Strengthening representation of VIKO in international higher education and professional organizations;
- Achieved outcomes of the HEROES alliance activities.

# Recognisable Identity

**Long-term Goal** – to establish a recognisable VIKO identity.

## HORIZONTAL PRIORITY

### QUALITY

To ensure high quality of VIKO activities by creating an identity based on professionalism, academic competence, creativity, and continuous improvement in research, arts, and study fields.

### DIGITALISATION

To develop digital solutions and communication tools that strengthen VIKO's identity visibility, accessibility, and recognisability in academic, professional, and public spaces.

## Long-term Goal Indicators

- At least **20%** of applicants select VIKO as their first preference;
  - At least **80%** of media coverage about Vilniaus Kolegija (VIKO) is positive or neutral.
- 
- Increasing number of unique users on social media platforms.

# Recognisable Identity

**Long-term Goal** – to establish a recognisable VIKO identity.

## HORIZONTAL PRIORITY

### SUSTAINABILITY

To integrate sustainability principles into VIKO activities and communication to build an identity that reflects a responsible, environmentally and socially friendly higher education institution operating within the context of sustainable development.

### RESILIENCE

To build VIKO's identity based on resilience to external changes and challenges by strengthening the community's ability to adapt, act consistently, and maintain value coherence in studies, research, and arts activities.

## Long-term Goal Indicators

- VIKO receives at least **35%** of all state-funded places allocated to applied higher education institutions;
  - Research and artistic projects contribute to sustainable regional development.
- 
- Increasing annual recognition of VIKO in a representative public opinion survey.



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