# VILNIUS UNIVERSITY STRATEGY 2030

# RECTOR'S WORD

Firmly positioned in the global research and higher education landscape, serving as a unifying centre at the national level, and being an attractive place to work and study for staff and students alike – this is the University's strategic ambition for the next five years. We seek to be an academic leader in the region and to play a meaningful role in Lithuanian society and the State by contributing to the creation of an advanced and resilient Lithuania, while at the same time expanding the boundaries of Europe's intellectual horizons.

The VU 2030 Strategy was developed together with the entire University community, inviting everyone to participate, submit proposals, and engage in discussion, as it is not merely a document but a shared agreement on the kind of university at which we wish to work and study. The strategic ambition is grounded in the principles of academic freedom, critical thinking, and community. Strategic change is planned as a coherent, responsible, and value-creating transformation, based on existing and developing capacities, empowerment of the community, and realistic assumptions. We trust our community and seek to create the best possible conditions for it to contribute and act effectively.

We operate in a context of complex and rapid change, global challenges, intensifying international competition, shifting demographic conditions, and dynamic technological development. At the same time, the expectations of society, and business continue to grow, making it essential to define a clear direction and ambition. We cannot remain confined within the walls of the University, as isolation would mean relinquishing the opportunity to have an influence, to have a meaningful voice in the destiny not only of science and education but of the State as a whole.

The period of the VU 2030 Strategy coincides with a landmark date – the 450th anniversary of Vilnius University. We aim not only to commemorate this milestone appropriately but also to leave a sustainable legacy at the level of both the University and the State. This is an important opportunity to reaffirm and demonstrate the University's role and impact. I believe that the anniversary will become an intellectual celebration and a unifying national event, and that the University – which for centuries has shaped the boundaries of civilisation – will inspire us to undertake new and meaningful work and creative initiatives.

The core strategic objectives for which we will allocate financial resources  include: international-level research excellence; the development of a research and innovation ecosystem; the expansion of higher-cycle and international studies; individualised studies and mentoring; a human resources policy focused on greater staff self-realisation (including the attraction of academic leaders and young talent, expanded opportunities for sabbatical leave, and reduced academic teaching workload); an inspiring and sustainable University environment; and the University as a think tank for strengthening societal resilience in Lithuania.

Internationality and interdisciplinarity, sustainable development, innovative pedagogy, and the responsible application of artificial intelligence constitute horizontal priorities that connect all of the strategic directions.

The University has both the capacity and the responsibility to help shape pathways for stable progress for Lithuania and Europe. To this end, it must continuously strengthen and renew itself, focusing on the highest quality of research and studies and on cooperation with partners in Lithuania and worldwide.

This is precisely what this Strategy is for.

Prof. Rimvydas Petrauskas, Rector of Vilnius University

Vilnius University

# STRATEGIC AMBITION

Firmly positioned in the global research and higher education landscape

A unifying centre at the national level

An attractive place to study, work, and grow

# STRATEGIC GOAL

In pursuing the mission and the goal enshrined in the Statute – to serve as a centre of scholarly knowledge and critical thinking, recognised worldwide and shaping Lithuania – Vilnius University seeks to become a leader in the region*.

\* For the purposes of economic, political, and cultural development, the region is defined as comprising countries that became members of the European Union between 2004 and 2013.

## Vilnius University 2030

**STRONG AND EMPOWERED ACADEMIC COMMUNITY**

**RESEARCH THAT SHAPES INTERNATIONAL OUTCOMES**

**A UNIVERSITY EMPOWERING A MORE RESILIENT SOCIETY**

**A FLEXIBLE AND PERSONALIZED STUDY PATH**

**STRATEGIC PROGRESS MONITORING INDICATORS**

Quality of research activities:

- citation rate of indexed publications – target: an average of 20 citations per publication (a 50% increase)
- value of internationally competitive research funding – target: to attract €40 million over the strategic period
- share of science fields with a comparative expert evaluation score for research quality of at least 4 out of 5 in the total number of fields – target: 70%

Research-based studies:

- involvement of Master's students in research activities – target: a 20% increase in each core academic unit over the strategic period

Financial diversification of Vilnius University:

- revenue not attributable to non-competitive State funding – target: a 30% increase over the strategic period

The achievement of the strategic goal is assessed by comparing the key performance indicators of regional universities:

1. Citations per Publication
2. Field weighted citation impact – FWCI
3. Geographical Collaboration Impact (International)
4. Number of European Research Council grants
5. Net EU funding from EU Research and innovation framework programmes
6. Proportion of international staff
7. Staff-to-student ratio
8. Proportion of international students
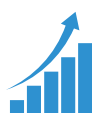9. Employment outcomes
10. Scholary Output cited by Policies



Vilnius University

# RESEARCH

# BREAKTHROUGH DIRECTIONS

## 1. DEVELOPMENT OF INTERNATIONAL INTERDISCIPLINARY COMPETENCE AND EXCELLENCE CENTRES

**OUR INTENT:**

By developing a network of international competence centres focused on excellence and interdisciplinarity, we seek to establish the University as a globally competitive and leading institution that attracts research talent and leverages diversified international research resources

### IMPLEMENTATION MEASURES

1.1 To develop existing competence and excellence centres

1.2. To identify the criteria for establishing new competence and excellence centres at the University and develop an organisational operating model

### IMPACT INDICATORS

Number of operating competence and excellence centres (8)

International competitive funding attracted by the centres (€15 million)

## 2. DEVELOPMENT OF A RESEARCH AND INNOVATION ECOSYSTEM

**OUR INTENT:**

By creating a functional research and innovation ecosystem encompassing the entire value creation chain, we aim to consolidate research potential and enable the creation of high value added based on scientific knowledge by translating research knowledge into new products and services, while expanding the high-technology sector and contributing to the implementation of the State Progress Strategy 'Lithuania's Vision for the Future Lithuania 2050'.
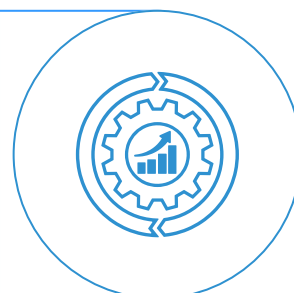
### IMPLEMENTATION MEASURES

2.1 To expand innovation support services by developing the University's activities in studies and research knowledge application in business and the public sector

2.2 To establish a pilot creative laboratory for prototyping innovative solutions

2.3 To increase the accessibility and openness of research equipment and research information infrastructure

### IMPACT INDICATORS

Revenue from R&D collaboration with business (≥ €4 million per year)

Established start-ups related to the University's activities (4 per year)

Jobs created by start-ups per year (450 per year)

Annual turnover of start-ups (€44 million per year)

# IMPROVEMENT DIRECTION

## 3. DEVELOPMENT OF POSTDOCTORAL FELLOWSHIPS

**OUR INTENT:**

We aim to systematically strengthen the training and potential of young researchers by enhancing the quality and internationality of research activities.

### IMPLEMENTATION MEASURES

3.1 To establish an internal fellowship system for young researchers (research fellows), increasing the University's research capacity and openness to international talent

### IMPACT INDICATORS

Number of research fellows at VU (annual) (100)

Targeted external funding attracted for the implementation of individual postdoctoral fellowship projects (€10 million)

Vilnius University

# STUDIES

![Breakthrough Direction icon]

# BREAKTHROUGH DIRECTION

## 4. DEVELOPMENT OF HIGHER-CYCLE STUDIES

**OUR INTENT:**

We aim to strengthen the University's leadership in higher-cycle studies, making them the most attractive option in Lithuania and offering clear value for career development and personal growth, and a competitive choice for international students.

### IMPLEMENTATION MEASURES

4.1. To develop a value-based Master study model

4.2. To enhance doctoral training efficiency

### IMPACT INDICATORS

Number of Master's students (20 % increase)

Doctoral studies attrition rate (share of doctoral students who discontinue their studies among those admitted in a single admission cycle) (< 25%)

Level of doctoral student participation in project-based activities (per year) (At least 30% of doctoral students involved in projects)

# IMPROVEMENT DIRECTIONS

## 5. ATTRACTION OF MOTIVATED APPLICANTS

**OUR INTENT:**

We aim to build a strong and well-prepared student community by attracting top graduates from Lithuania and motivated international applicants, highlighting the academic and sociocultural value of studies at Vilnius University.

### IMPLEMENTATION MEASURES

5.1. To restructure marketing, student recruitment, and admissions tools

### IMPACT INDICATORS

International students as a share of total enrolment (17%)

Share of admitted students with strong academic results out of all admitted students (10% increase)

Share of the National Student Academy (Nacionalinė moksleivių akademija, or NMA) graduates enrolled at VU (At least 80%)

## 6. CONSOLIDATION OF INTERNATIONALITY AND INTERDISCIPLINARITY

**OUR INTENT:**

We aim to make internationality and interdisciplinarity central to the University's study vision, creating value for graduates and society and contributing to addressing global challenges.

### IMPLEMENTATION MEASURES

6.1. To expand students' international experience

6.2. To promote interdisciplinary studies

### IMPACT INDICATORS

Share of first and second cycle students gaining international experience (40% of all students)

Number of students enrolled in interdisciplinary course units/programmes (150% increase)

Vilnius University

# IMPROVEMENT DIRECTIONS

## 7. INDIVIDUALISED STUDIES AND MENTORING

### OUR INTENT:

We aim to strengthen student support and motivation by increasing their engagement in academic and research activities and enabling flexible competency development pathways.



### IMPLEMENTATION MEASURES

7.1. To establish mentoring and individualised studies as standard practice at the University level

### IMPACT INDICATORS

Share of students completing their studies on time (Bachelor and integrated studies: 75%; Master studies: 80%)

Share of students participating in the mentoring programme (At least 10% in each core academic unit)
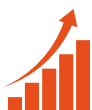
# COMMUNITY AND ORGANISATION

**BREAKTHROUGH DIRECTION**

## 8. HUMAN RESOURCES POLICY FOR A COMPETITIVE UNIVERSITY

**OUR INTENT:**

We aim to implement human resources policies that enable the University to compete globally for talent and create conditions for realising their full potential.

### IMPLEMENTATION MEASURES

8.1. To attract academic leaders and young talent from abroad

8.2. To significantly expand opportunities for sabbatical leaves

8.3. To ensure balance in academic staff activities by reducing teaching workload and increasing time for research

### IMPACT INDICATORS

Number of newly attracted academic leaders and young talents (Academic leaders: 20; young talents: 50)

Academic staff having taken sabbatical leave (10% (of full-time academic staff)

A 15% reduced norm for individual contact teaching workload (Average share of contact teaching workload in study programmes – 30% at first cycle; 20% at second cycle)

Share of science fields with an expert evaluation score for research quality of at least 4 out of 5 in the total number of evaluated fields (70%)



**Vilnius University**
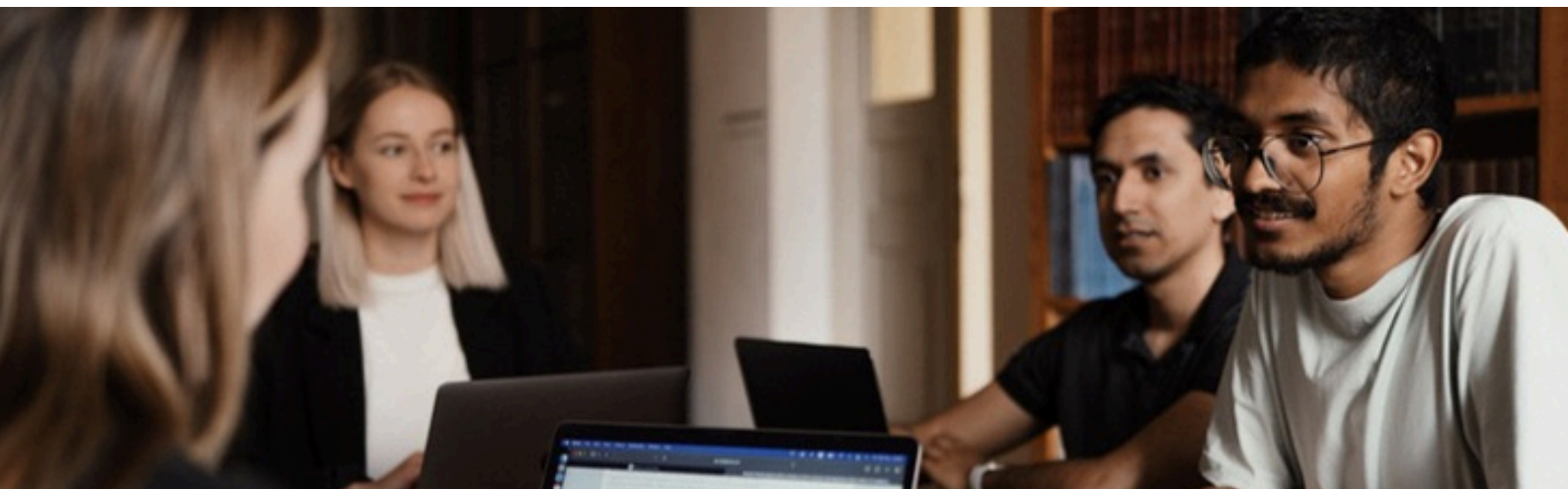
# IMPROVEMENT DIRECTIONS

## 9. ENSURING RESILIENCE

**OUR INTENT:**

We aim to prepare to respond to external threats and crises by fostering a culture of safety and resilience within the University community and by consistently improving risk management systems.

### IMPLEMENTATION MEASURES

9.1. To implement cybersecurity policy

9.2. To ensure the availability of resilience skills development opportunities

### IMPACT INDICATORS

Ensured compliance of the University with national cybersecurity requirements (100%)

Preparedness of staff and students for crisis management (70%)

## 10. INCLUSIVE ENVIRONMENT

**OUR INTENT:**

We aim to foster an inspiring and sustainable University environment that strengthens the well-being and engagement of the community.

### IMPLEMENTATION MEASURES

10.1. To develop University infrastructure

10.2. To prepare and implement the University's 450th anniversary programme plan

### IMPACT INDICATORS

Community satisfaction with the University environment (Increase by ≥ 20%)

Number of completed University infrastructure development projects (> 80%)

# IMPROVEMENT DIRECTIONS

## 11. EFFECTIVE ORGANISATION

**OUR INTENT:**

We aim to base University activities and governance on competencies, data analysis, and digital solutions.

### IMPLEMENTATION MEASURES

11.1. To diversify academic career pathways

11.2. To establish an Artificial Intelligence (AI) Centre

11.3. To implement an advanced data management system

11.4. To ensure effective governance by reducing administrative burden through digitalisation

11.5. To develop strategic partnerships to strengthen the University in the fields of research and studies

### IMPACT INDICATORS

Community satisfaction with University services and administrative processes (Increase by 20%)

Number of strategic partnerships with foreign universities directly contributing to University objectives (5 active partnerships and 25 joint activities)

A fully developed and implemented programme for integrating AI into University activities (80% of community members engaged in the implemented programme)
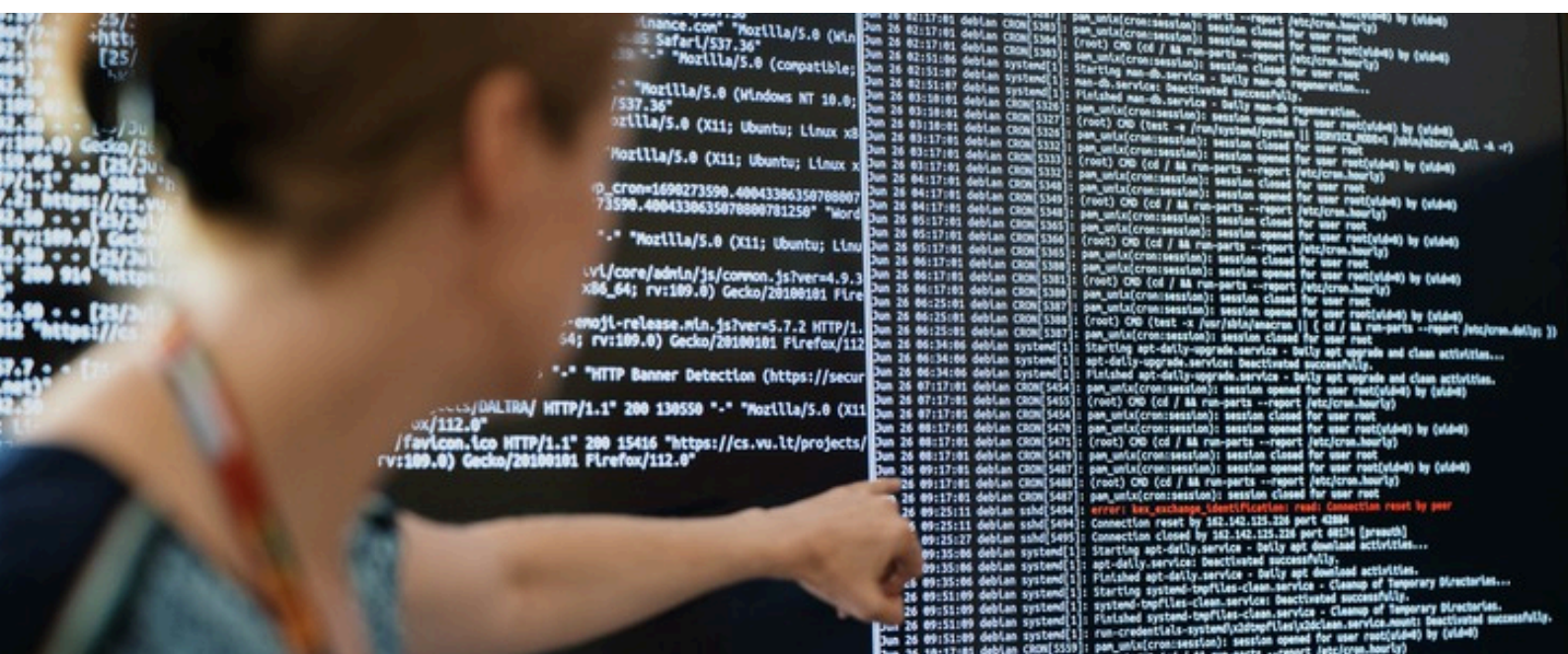
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# SOCIETY

# BREAKTHROUGH DIRECTION

## 12. THE UNIVERSITY AS A NATIONAL THINK TANK FOR SOCIETAL RESILIENCE IDEAS

**OUR INTENT:**

We aim to establish the University as a national think tank shaping proposals for public policy solutions and strengthening societal resilience in the context of global change, in line with the implementation of 'Lithuania's Vision for the Future Lithuania 2050'.

### IMPLEMENTATION MEASURES

12.1. To consolidate existing expert competencies into an interdisciplinary Think Tank and ensure its effectiveness
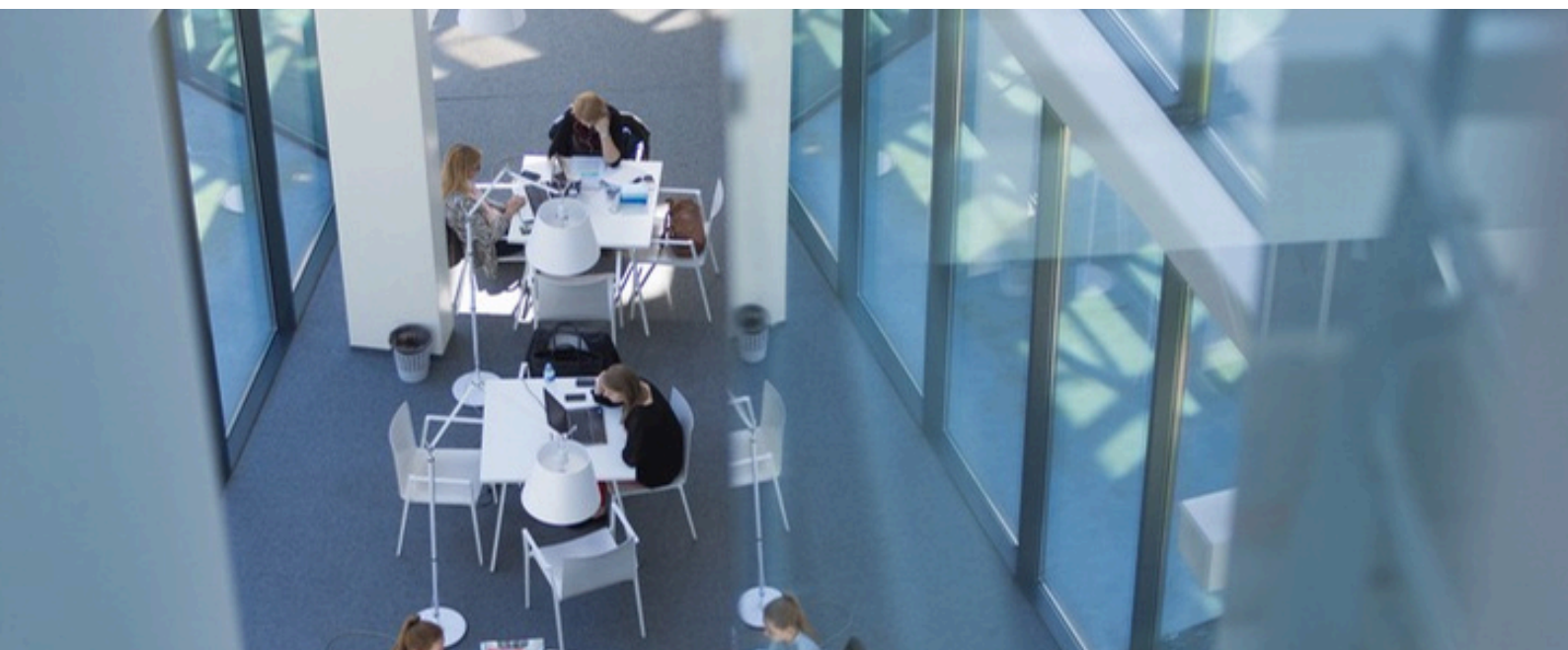
### IMPACT INDICATORS

Number of policy briefs submitted (5 per year)

Share of Think Tank experts involved in government working groups/consultations (50%)

Number of policy co-creation workshops (5 per year)

Annual Lithuanian Resilience Forum organised (1 per year)

Vilnius University

# IMPROVEMENT DIRECTION

## 13. RESPONSIBLE ROLE IN EDUCATION

**OUR INTENT:**

We aim to mobilise academic potential to strengthen teacher competencies, expand lifelong learning, and contribute to education policy development.

### IMPLEMENTATION MEASURES

13.1. To develop cooperation with teachers and schools

13.2. To operationalise the University lifelong learning system

### IMPACT INDICATORS

Number of teachers participating in University-organised professional development activities (Increase by 25%)

Number of lifelong learning participants (Increase by 50%)