![Vilnius University logo with "1579" and the text "Vilnius University"]

VILNIUS UNIVERSITY STRATEGIC PLAN FOR 2026–2030

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 PERSONALISED STUDY PATH

Vilnius University

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
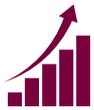9. Employment outcomes
10. Scholary Output cited by Policies

Vilnius University

RESEARCH

Vilnius University

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

1.1.1. To enhance research and innovation activities within existing centres (Department for Research and Innovation, 2026–2027)

1.1.2. To establish and operationalise new international research competence centres secured by national funding (Participating core academic units, 2026–2029)

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

1.2.1. To ensure the conditions for the formation of new centres (Department for Research and Innovation, 2026–2027)

1.2.2. To establish new competence centres (Core academic units, 2027–2030)
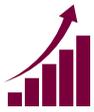
IMPACT INDICATORS

Number of operating competence and excellence centres

Initial: 5
Target: 8

International competitive funding attracted by the centres

Initial: €3 million
Target: €15 million

BREAKTHROUGH DIRECTIONS

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

2.1.1. To strengthen competencies in entrepreneurship, creativity, and intellectual property management (Department for Research and Innovation, 2026–2030)

2.1.2. To update the portfolio of innovation support services operating under the one-stop-shop principle (Department for Research and Innovation, 2026)

2.1. To establish a pilot creative laboratory for prototyping innovative solutions

2.2.1. To formulate the concept for a pilot creative laboratory for prototyping innovative solutions (Department for Research and Innovation, 2026–2027)

2.2.2. To develop creative spaces for prototyping innovative solutions by establishing appropriate administrative conditions for the involvement of diverse participants (Property Management and Service Centre, 2028–2030)

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

2.3.1. To assess the condition and accessibility of the University's research equipment (Department for Research and Innovation, 2026–2027)

2.3.2. To prepare and implement an action plan to improve the accessibility, upgrade, and openness of research equipment (Department for Research and Innovation, 2026 – action plan 2026–2030)

IMPACT INDICATORS

Revenue from R&D collaboration with business

Initial: €2.9 million per year
Target: ≥ €4 million per year

Established start-ups related to the University's activities

Initial: 1 per year
Target: 4 per year

Jobs created by start-ups per year

Initial: 350 per year
Target: 450 per year

Annual turnover of start-ups

Initial: €37 million per year
Target: €44 million per year

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

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

3.1.1. To introduce an internal fellowship programme for young researchers (Department for Research and Innovation, 2026–2030)

3.1.2. To support targeted fellowships for young researchers at foreign research institutions (Department for Research and Innovation, 2026–2030)

IMPACT INDICATORS

Number of research fellows at VU (annual)

Initial: 85
Target: 100

Targeted external funding attracted for the implementation of individual postdoctoral fellowship projects

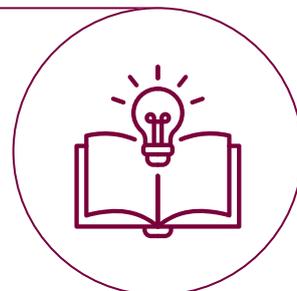Initial: -
Target: €10 million

STUDIES

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

4.1.1. To update the model of Master study programmes, focusing on flexibility and improved career and lifelong development opportunities (Study Quality and Development Division, 2026)

4.1.2. To review Master study programmes in line with the updated model (Core academic units, 2028)

4.1.3. To establish a micro-credentials system enabling the accumulation and recognition of Master cycle course unit credits (Lifelong Learning Center, 2028)

4.2. To enhance doctoral training efficiency

4.2.1. To prepare a plan to strengthen the quality of doctoral studies (Department for Research and Innovation, 2027)

4.2.2. To expand interdisciplinary doctoral studies and revise their regulatory framework (Department for Research and Innovation, 2026)

4.2.3. To launch calls for joint (interfaculty) doctoral initiatives to promote interdisciplinary cooperation between units (Department for Research and Innovation, 2027–2030)

IMPACT INDICATORS

Number of Master's students

Initial: 4,591 students (2025)
Target: 20% increase

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

Initial: 30% (2024–2025; source: Education Management Information System)
Target: < 25%

Level of doctoral student participation in project-based activities (per year)

Initial: -
Target: 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.
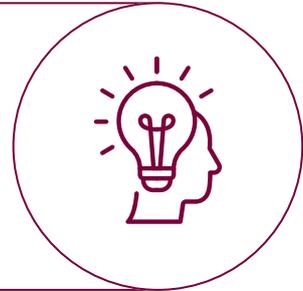
IMPLEMENTATION MEASURES

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

5.1.1. To develop value propositions for international study programmes to strengthen their competitiveness in target markets (Core academic units, 2026)

5.1.2. To transition to international marketing of study programmes (Communication and Marketing Division, 2026–2030)

5.1.3. To optimise the international student admissions process by introducing unified applicant selection tools (Study Quality and Development Division, 2027)

5.1.4. To implement a system for engaging talented children in Vilnius University initiatives and activities (Partnership Development Division, 2027)

IMPACT INDICATORS

International students as a share of total enrolment

Initial: 11% (2025)
Target: 17%

Share of admitted students with strong academic results out of all admitted students

Initial: 71% – 3,485 entrants (2024–2025)
Target: 10% increase

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

Initial: No data
Target: At least 80%

IMPROVEMENT DIRECTIONS

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

6.1.1. To increase the offer of international joint study programmes (Study Quality and Development Division, 2026–2030)

6.1.2. To implement international study initiatives with international partners Study Quality and Development Division, 2026–2030)

6.1.3. To promote the recruitment of international teaching staff (Study Quality and Development Division, 2026–2030)

6.1.4. To increase students' international mobility (International Relations Office, 2026–2030)

6.2. To promote interdisciplinary studies

6.2.1. To develop interdisciplinary study programmes and course units addressing global challenges (Study Quality and Development Division, 2026–2030)

IMPACT INDICATORS

Share of first and second cycle students gaining international experience

Initial: 21% of all students (2024–2025)
Target: 40% of all students

Studentų, studijavusių tarpkryptinius dalykus/programas, skaičius

Initial: 270 students (on 1 October 2025)
Target: 150% increase

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

7.1.1. To establish various forms of mentoring for academic and professional development (Student Affairs and Career Office, 2027)

7.1.2. To create a system for awarding credits for research activities (Study Administration Division, 2026)

7.1.3. To enable more flexible studying by implementing study information system solutions (Study Administration Division, 2027)

IMPACT INDICATORS

Share of students completing their studies on time

Initial: Bachelor and integrated studies: 71%; Master studies: 78% (2025)
Target: Bachelor and integrated studies: 75%; Master studies: 80%

Share of students participating in the mentoring programme

Initial: 0.5% University-wide
Target: 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

8.1.1. To develop value propositions for attracting academic leaders and young talent (Human Resources Division, 2026)

8.1.2. To establish and implement integration and adaptation processes for incoming international staff (Human Resources Division, 2026)

8.2. To significantly expand opportunities for sabbatical leaves

8.2.1. To implement a clear and uniformly applied procedure for granting sabbatical academic leaves and ensure its functionality in the electronic system (Pro-Rector for Organisation Development and Community Affairs, 2026)

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

8.3.1. To optimise the semester structure and teaching workload in study programmes to free up time for research (Study Administration Division, 2026)

8.3.2. To update the methodology for calculating teaching workload and minimum requirements (Study Quality and Development Division, 2026)

8.3.3. To provide methodological support to teaching staff in workload planning and study process quality (Study Quality and Development Division, 2026–2030)

IMPACT INDICATORS

Number of newly attracted academic leaders and young talents

Initial: -
Target: Academic leaders: 20; young talents: 50

Academic staff having taken sabbatical leave

Initial: 4 (since 2024)
Target: 10% (of full-time academic staff)

Reduced teaching workload and contact teaching hours of academic staff

Initial: Average share of contact teaching workload in study programmes – 34.6% at first cycle; 23.9% at second cycle

Target: 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
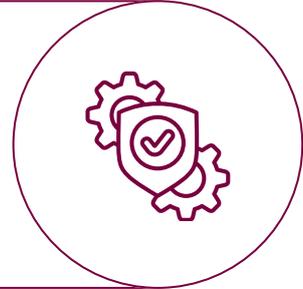
Initial: 63.6% (2023)
Target: 70%

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

9.1.1. To establish and operationalise a Cybersecurity Operations Centre. (Chancellor, 2026)

9.2. To ensure the availability of resilience skills development opportunities

9.2.1. To develop a portfolio of training programmes and initiatives in safety and resilience for the University community and to ensure their regular implementation. (Chancellor, 2026–2030)

IMPACT INDICATORS

Ensured compliance of the University with national cybersecurity requirements

Initial: -
Target: 100%

Preparedness of staff and students for crisis management

Initial: 2026 value
Target: 70%

IMPROVEMENT DIRECTIONS

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

10.1.1. To renovate community shared-use spaces (Property Management and Service Centre, 2026–2030)

10.1.2. To upgrade dormitory infrastructure in Vilnius, Kaunas, and Šiauliai (Department for Development, 2026–2030)

10.1.3. To upgrade faculty infrastructure Department for Development, 2026–2030)

10.2. To prepare and implement the University's 450th anniversary programme plan (Rector's Office, 2026–2029)

IMPACT INDICATORS

Community satisfaction with the University environment

Initial: 2026 value
Target: Increase by ≥ 20%

Number of completed University infrastructure development projects

Initial: -
Target: > 80%

Vilnius University

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

11.1.1. To differentiate qualification requirements for academic positions by introducing a competency framework for teaching career stages (Teaching Career Path) (Pro-Rector for Studies, 2026)

11.1.2. To introduce qualification requirements for academic positions based on qualitative research criteria and improve the compliance monitoring system to ensure their consistent application in recruitment and certification processes (Pro-Rector for Research, 2026)

11.1.3. To operationalise the Teaching Academy to promote a high-quality teaching culture (Study Quality and Development Division, 2026–2030)

11.2. To establish an Artificial Intelligence (AI) Centre

11.2.1. To establish the University's AI Centre for the application of AI in research, studies, and administrative activities (Chancellor, 2026–2030)

11.2.2. To implement AI tools to enhance study quality, research analytics, and management processes (Information Technology Service Center, 2026–2030)

11.2.3. To strengthen the competencies of the University community in AI and data analytics (Information Technology Service Center, 2026–2030)

11.3. To implement an advanced data management system

11.3.1. To develop a data governance map (Strategic Management Division, 2026–2027)

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

11.4.1. To review and update selected processes to ensure more efficient implementation and reduced administrative burden (Strategic Management Division, 2026–2027)

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

11.5.1. To introduce a strategic partnerships policy and coordination mechanism (Partnership Development Division, 2027)

11.5.2. To establish and develop a network of academic ambassadors to adopt international best practices (Department for Research and Innovation, 2026–2030)

Vilnius University

11. EFFECTIVE ORGANISATION

OUR INTENT:

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

IMPACT INDICATORS

Community satisfaction with University services and administrative processes

Initial: 2026
Target: Increase by 20%

Number of strategic partnerships with foreign universities directly contributing to University objectives

Initial: -
Target: 5 active partnerships and 25 joint activities

A fully developed and implemented programme for integrating AI into University activities

Initial: No data
Target: 80% of community members engaged in the implemented programme

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

12.1.1. To introduce an operational model for the Think Tank (Pro-Rector for Partnerships, 2026)

12.1.2. To identify priority Think Tank themes related to the implementation of the Lithuania 2050 strategy (Pro-Rector for Partnerships, 2026–2030)

12.1.3. To prepare expert opinions, policy recommendations, and analyses, and to ensure their dissemination (Head of the Think Tank, 2026–2030)

12.1.4. To initiate cooperation between public authorities and VU Think Tank experts (Head of the Think Tank, 2026–2030)

IMPACT INDICATORS

Number of policy briefs submitted

Initial: No data
Target: 5 per year

Share of Think Tank experts involved in government working groups/consultations

Initial: No data
Target: 50%

Number of policy co-creation workshops

Initial: No data
Target: 5 per year

Annual Lithuanian Resilience Forum organised

Initial: No data
Target: 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

13.1.1. To operationalise the STEAM teaching competency development platform (Vilnius University Methodological STEAM Education Centre, 2026–2030)

13.1.2. To establish and develop a STEAM teachers' innovation laboratory (Vilnius University Methodological STEAM Education Centre, 2026–2030)

13.2. To operationalise the University lifelong learning system

13.2.1. To expand lifelong learning opportunities based on needs assessment (Lifelong Learning Center, 2026–2030)

13.2.2. To introduce a micro-credentials and competency recognition model tailored for external unclassified students (Lifelong Learning Center, 2027)

13.2.3. To develop joint programmes with municipalities, social partners, and public institutions to achieve regional impact (Lifelong Learning Center, 2026–2030)

IMPACT INDICATORS

Number of teachers participating in University-organised professional development activities

Initial: 2025 data
Target: Increase by 25%

Number of lifelong learning participants

Initial: 2025 data
Target: Increase by 50%