

APPROVED
 By the Board of Utena
 University of Applied Sciences
 Decision N^o. T1-6 of
 April 26 of 2019



STRATEGIC ACTIVITY PLAN OF UTENA UNIVERSITY OF APPLIED SCIENCES FOR 2019-2021

1. VISION, MISSION AND VALUES OF UTENA UNIVERSITY OF APPLIED SCIENCES

The mission of Utena University of Applied Sciences is to train specialists with a higher college education that meet the needs of the regional, national and European labour market and to create conditions for continuing education by developing and promoting a person's ability to continue learning and functioning under the conditions of the digital society.

The vision of Utena University of Applied Sciences is to be a nationally and internationally recognised higher education institution whose activities are based on high quality, development, and fostering of the academic community, meeting the expectations of the society, responsibly developing social partnerships, contributing to the sustainable development of the region and the country.

Values of Utena University of Applied Sciences - quality, internationality, creativity, cooperation, innovation, value creation for the region, unity of studies and science, unity with industry and business, spreading knowledge and learning in society.

2. CONTEXT OF SWOT ANALYSIS OF STRATEGIC ACTIVITY PLAN OF UTENA UNIVERSITY OF APPLIED SCIENCES (hereinafter -Utena UAS):

STRENGTHS (ACHIEVEMENTS, ORIGINALITY, COMPETITIVE ADVANTAGES)

- The majority of study programs are focused on the Utena region's specialisation directions: it is expedient to follow this tendency.
- Utena UAS implements unique study content such as *Dental Technology*, *Hospitality Management* study programs, attractive part-time study programs (*Beauty Therapy*) in terms of accessibility.
- Elements and methods of Modular, Problem-Based Learning (PBL), Design-Based, Simulation-Based teaching systems are applied in studies of Utena UAS.
- Utena UAS has good digital learning opportunities: almost half of the content of study programs is covered by distance learning courses, which makes it possible to make studies more accessible, more adapted to the individual needs of students. Some of the study programs (*Information Systems Engineering*, *Business Management*, *Tourism and Hotel Administration*, *Social Work*, *Social Pedagogy*) for part-time students are implemented remotely.
- More than half of the evaluated study programs are accredited for a maximum of 6 year, where study 54 percents of students.
- The vast majority of student internships are carried out in companies in the region, and most graduates' final thesis are in practically applied nature.
- Utena UAS has a Study Quality Management System (according to the requirements of the ISO 9001: 2015 standard, Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015)). Study Quality Committee coordinates and supervises this system.
- Utena UAS has a wide network of foreign partners. It cooperates with more than 60 foreign higher education institutions from more than 22 foreign countries.
- There is a good practice of organising in-service training courses for dental care professionals, employees of health care institutions, and social workers.
- There are special entrance and elevator for students with physical disabilities in the Faculty of Medicine, allowing people with physical disabilities to study at Utena University of Applied Sciences.

OPPORTUNITIES FOR IMPROVEMENT

- The decreasing number of students every year, especially the decreasing number of students studying in full-time studies and students from the Utena region, creates the need for substantial improvement and finding new ways and forms to attract students.
- Utena UAS prepares an insufficient number of required specialists for the district. The quality of training of the specialists should be improved.
- Taking in account modern, digital and technological challenges, there is an insufficient investment in specialist training infrastructure at Utena UAS due to limited resources.
- The insufficient number of teaching staff- researchers, working in the institution as the full- time staff limits development of applied research.
- Partly due to a decreasing number of students, there is an excessive classroom workload and low salaries for teaching staff. As a result, it is becoming increasingly difficult to attract/invite competent teaching practitioners and researchers to teach in some fields study fieldsinsufficient opportunities are used to attract foreign lecturers to read individual courses of various study programs;
- The insufficient academic preparation, lack of independent work skills and motivation for studies of enrolled students.
- The insufficient conditions, opportunities, and attention for the improvement of foreign language oral and written communication skills of teaching staff.
- Insufficient attention to the planning of applied scientific and experimental activities and the quality of results.
- Applied research, as an integral part of the institution activities, is usually initiated by personal initiatives of individual lecturers.
- The image and prestige of Utena UAS as an institution should be improved. Although this regional higher education institution plays an important role in the region, in reality, this isn't yet perceived and treated as one of the most important factors of regional development.
- Planning of teacher qualification improvement at the level of departments and faculties should be improved.
- It is expedient to update the descriptions of processes established by Utena University of Applied Sciences, which cause insufficiently effective internal communication, to implement an electronic document management system, to update the Students' academic base.
- Decreasing funding of Utena University of Applied Sciences from the state budget increases the need to raise funds through project activities, science, and business partnerships.
- The insufficient opportunities are used to involve alumni in the life of Utena UAS to attract new students, to execute joint projects, to develop internship places, etc.
- Cooperation with social partners at the management level should be strengthened regarding tailored in-service training, tailored research from companies.
- Lack of potential for international projects applications preparation.
- Cooperation between the university and business, vocational training centers, and schools should be strengthened and looking for new forms of collaboration.

EXTERNAL OPPORTUNITIES

- The opportunity to implement new educational, information, and other technologies, create new study programs, update implemented ones.
- To expand relations with foreign partners, national and regional municipalities, companies, vocational training centers, other social partners.
- Encourage partnerships between different sectors and organisations in the area of project activities. To run projects of Utena University of Applied Sciences and participate in projects relevant to the development of institution competence, funded through various national and EU programs and in partnership with social partners.
- To carry out professional development of employees of regional and national companies.
- To carry out applied research, consultations, tailored applied nature works.
- Contribute to the development, visibility, and competitiveness of the region by applying the knowledge and skills of the academic community and practical knowledge.
- To carry out short-term higher education studies.

EXTERNAL THREATS - RISKS

- Demographic: the main problem is the decrease in the number of young people, which also leads to a decline of entrance students into higher education institutions. As a result of that, competition between the whole education sector is increasing quite dramatically. Utena University of Applied Sciences's main competitorsf are of Vilniaus kolegija/ university of applied Science and Panevėžys College, which carries out quite similar study programs.
- The decrease of funding from the state budget to Utena UAS.
- Unprepared, insufficiently motivated students: state exams in mathematics, physics, information technology of secondary education students of the region (except Visaginas) prevents the choice of technology and engineering studies.

- The salaries offered to graduates of Utena University of Applied Sciences in some companies of the region are not competitive enough to encourage young people to stay there.
- If foreign and domestic investors do not come to Utena city or district, the chances of attracting more students to all fields of study, especially technical ones, will remain limited.
- The insufficient motivation of employers to pay the costs of the professional development of employees in the region.

3. STRATEGIC OBJECTIVES

1. To train highly qualified specialists, motivated to constantly improvement and work in the conditions of global digital and innovations.
2. To develop applied scientific activities, research, and non-formal education services relevant to the region and the country.

4. PROGRAMS FOR THE IMPLEMENTATION OF STRATEGIC OBJECTIVES

The strategic objectives planned for 2019 - 2021 are to be implemented with the funds of the following programs:

For the first strategic objective: Development of Studies and Science (State budget funds), European Union funds.

For the second strategic objective: funds of the Utena University of Applied Sciences, funds of the European Union.

1st table. Distribution of assignments from 2019 to 2021 by programs (thousands, EUR)

The name of the program	2019 assignments				2020 assignments				2021 assignments			
	Total	From them			Total	From them			Total	From them		
		For expenses		For assets		For expense		For assets		For expense		For assets
		Total	For salary			Total	For salary			Total	For salary	
Development of Studies and Science	154,5		154,5		173,7		173,7		153,9		153,9	
Funds of Utena University of Applied Sciences	132,5	107,2	25,3		137,4	115,3	22,1		128,2	87,3	40,9	
EU funds	339,8	241,3	75,0	23,5	719,7	206,5	5,0	508,2	433,0	412,0		21,0
Total assignments for programs	626,8	348,5	254,8	23,5	1030,8	321,8	200,8	508,2	715,1	499,3	194,8	21,0

5. STRATEGIC PRIORITIES

Activities of Utena University of Applied Sciences will be strengthened in the following areas in 2019-2021:

1. Attraction and retention of new students.
2. Improvement of studies.
3. Development of internationality.
4. Improvement of organisational culture.
5. Improvement of applied scientific consultations and researches.
6. Development of strategic partnerships.

6. MEASURES FOR IMPLEMENTATION OF THE STRATEGIC OBJECTIVES 2019-2021, STATE BUDGET ASSIGNATIONS AND OTHER SOURCES OF FUNDING

6.1. FOR THE FIRST STRATEGIC OBJECTIVE - TRAINING HIGHLY QUALIFIED SPECIALISTS MOTIVATED FOR CONTINUOUS IMPROVEMENT AND WORK IN THE CONDITIONS OF GLOBAL DIGITAL AND INNOVATION PRIORITIES, MEASURES AND ASSIGNATIONS FOR 2019-2021 (thousands, EUR)

N° of priority	Priority, group of measures, measure	2019 assignations				2020 assignations				2021 assignations			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
1.	Priority: attraction and retention of new students.												
		54,3	24,5	29,8		74,4	32,6	31,8	10	60,4	28,6	31,8	
1.1.	Group of measures. Attraction of national students.												
		31,7	10,4	21,3		50,4	17,1	23,3	10	37,4	14,1	23,3	
1.1.1.	Measure. Preparation of students attraction program corresponding to the guidance of that year (2019, 2020, 2021);	3.3		3.3		3.3		3.3		3.3		3.3	
1.1.2.	Measure. To carry out the activities of the Interesting Sciences Club; to provide consultations to students preparing to take maturity exams and other consultations;	1.5		1.5		1.5		1.5		1.5		1.5	
1.1.3.	Measure. Improvement of Utena University of Applied Sciences website.					3	3						
1.1.4.	Measure. Providing information and administration of Utena University of Applied Sciences accounts on Instagram, LinkedIn, and other social networks.	3.3		3.3		3.3		3.3		3.3		3.3	
1.1.5.	Measure. To design and develop Facebook accounts for specific study programs/departments, intended to present and intended to present and popularise carried out	3.3		3.3		3.3		3.3		3.3		3.3	

N° of priority	Priority, group of measures, measure	2019 assignments				2020 assignments				2021 assignments			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
	activities and to gather alumni;												
1.1.6.	Measure. To read lectures popularising different fields of studies for learners of secondary education schools students in schools and college, to organise practical activities;	3.3		3.3		3.3		3.3		3.3		3.3	
1.1.7.	Measure. To organise competitions, events, exhibitions promoting study programs for students and pupils;	0.5	0.5			0.5	0.5			0.5	0.5		
1.1.8.	Measure. To organise students' mastery competitions and invite students of Utena region gymnasiums to participate as models;	0.5	0.5			0.5	0.5			0.5	0.5		
1.1.9.	Measure. Publication of success stories of graduates in website, social networks, and events of Utena University of Applied Sciences;	3.3		3.3		3.3		3.3		3.3		3.3	
1.1.10.	Measure. To involve graduates to Alumni Club and in activities of student engagements;	3.3		3.3		3.3		3.3		3.3		3.3	
1.1.11.	Measure. To create a network of consultants in regional schools;	2.5	2.5			2.5	2.5			2.5	2.5		
1.1.12.	Measure. Application of financial discounts system to entering students - for most motivated, pre-determined to study at Utena University of Applied Sciences;	1	1			1.5	1.5			1.5	1.5		
1.1.13.	Measure. To organise Fairs of Utena University of Applied Sciences for learners of secondary education schools, students and	2	2			2	2			2	2		

N° of priority	Priority, group of measures, measure	2019 assignments				2020 assignments				2021 assignments			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
	employers in Utena and other cities of the region: Molėtai, Anykščiai, Rokiškis, Zarasai;												
1.1.14.	Measure. To create e-games area for learners of schools and students in Utena University of Applied Sciences;				10			10					
1.1.15.	Measure. To organise sports competition for students of Utena University of Applied Sciences;				5	3	2		5	3	2		
1.1.16.	Measure. To support regional student initiatives - Juventus Basketball League, Choir Wars, Profession Week, etc.;	0.3	0.3		0.5	0.5			0.5	0.5			
1.1.17.	Measure. Participation in national and regional study exhibitions and fairs such as "Studies", "Studfest", Study and Career Fair at Ukmergė School of Technology and Business, etc.;	3 0.6	3 0.6		3 0.6	3 0.6			3 0.6	3 0.6			
1.2.	Group of measures. Attraction of international students												
		16,3	14,1	2,2		17,7	15,5	2,2		16,7	14,5	2,2	
1.2.1.	Measure. Participation at international exhibitions and fairs of priority countries - Latvia, Ukraine, Belarus, etc.;	1	1		2	2			1	1			
1.2.2.	Measure. To update information about opportunities to study at Utena University of Applied Sciences on the official website of the institution's social networks and other websites: www.studyin.lt https://studyin.lt/institutions/utenacollege ;	2.2		2.2	2.2		2.2		2.2		2.2		

N° of priority	Priority, group of measures, measure	2019 assignments				2020 assignments				2021 assignments			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
1.2.3.	Measure. Organisation of International Erasmus week at Utena UAS	1.6	1.6			2	2			2	2		
1.2.4.	Measure. Participation at international weeks of the of foreign partners-higher education institutions abroad;	9.5	9.5			9.5	9.5			9.5	9.5		
1.2.5.	Measure. To create cooperation agreements with institutions involved in attracting international students from foreign countries (Latvia, Ukraine, Belarus, etc.);	2	2			2	2			2	2		
1.3.	Group of measures. Retention of students - improvement of study accessibility and flexibility												
		6,3		6,3		6,3		6,3		6,3		6,3	
1.3.1.	Measure. Implementation and application of academic support measures for students: courses in the virtual learning environment Moodle, consultations, introductory study week "Introduction to studies";	1.9		1.9		1.9		1.9		1.9		1.9	
1.3.2.	Measure. To analyse situation and needs of students who do not attend lectures and practical classes and have learning difficulties. To apply academic support measures;	1.1		1.1		1.1		1.1		1.1		1.1	
1.3.3.	Measure. To analyse situation and needs of students with financial indebtedness, to consult on the reduction of financial indebtedness, loans provided by the State Studies Fund, etc.;	1.1		1.1		1.1		1.1		1.1		1.1	
1.3.4.	Measure. To develop the formalisation informally	1.1		1.1		1.1		1.1		1.1		1.1	

N° of priority	Priority, group of measures, measure	2019 assignments				2020 assignments				2021 assignments			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
	acquired knowledge and skills in all study programs of Utena University of Applied Sciences;												
1.3.5.	Measure. To keep statistics on the number of participants who have used the recognition of informally acquired competencies and who have assessed their competencies in that year.	1.1		1.1		1.1		1.1		1.1		1.1	
2.	Priority. Study improvement												
		312,4	223,6	66,8	22	810,8	245,8	66,8	498,2	535,1	448,3	66,8	20
2.1.	Group of measures. Renewal of study programs												
		5,5		5,5		5,5		5,5		5,5		5,5	
2.1.1.	Measure. Modernisation the study content;	1.1		1.1		1.1		1.1		1.1		1.1	
2.1.2.	Measure. Application of interactive study methods;	1.1		1.1		1.1		1.1		1.1		1.1	
2.1.3.	Measure. Implementation of effective student achievements' assessment systems;	1.1		1.1		1.1		1.1		1.1		1.1	
2.1.4.	Measure. Application of mobility window system ¹ ;	1.1		1.1		1.1		1.1		1.1		1.1	
2.1.5.	Measure. To adapt study programs for international students.	1.1		1.1		1.1		1.1		1.1		1.1	
2.2.	Group of measures. Development of new study programs												
		2,2		2,2		2,2		2,2		2,2		2,2	
2.2.1.	Measure. To analyse the need and prepare for the running of short-term higher education studies focusing on the needs of the region;	1.1		1.1		1.1		1.1		1.1		1.1	

N° of priority	Priority, group of measures, measure	2019 assignments				2020 assignments				2021 assignments			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
2.2.2.	Measure. To prepare and submit for accreditation joint study programs with strong higher education institutions in Lithuania and/or abroad: at least one program in each faculty: Faculty of Medicine - SD (Social Work Study program (with Mykolas Riomeris University (LT) and on of the - Latvian College) and Business and Technologies Faculty –SV (Hospitality Management), VV (Business Management) study programs.	1.1		1.1		1.1		1.1		1.1		1.1	
2.3.	Group of measures. Study quality assurance												
		7,4		7,4		7,4		7,4		7,4		7,4	
2.3.1.	Measure. To update and improve externally evaluated study programs, according to expert recommendations and measures provided for in-progress programs;	3.7		3.7		3.7		3.7		3.7		3.7	
2.3.2.	Measure. To consider the progress reports of the study programs in the meetings of the Study Program Committee, the Study Quality Committee; to provide recommendations for improvement (once a year);	3.7		3.7		3.7		3.7		3.7		3.7	
2.4.	Group of measures. Strengthening of lecturers staff. Strategic priority –improvement of subject, scientific, practical and foreign languages of lecturers												
		71,8	55	16,8		74,8	58	16,8		77,8	61	16,8	
2.4.1.	Measure. Encouragement and conditions for lecturers to improve their foreign language level.	2	2			2	2			2	2		

N° of priority	Priority, group of measures, measure	2019 assignments				2020 assignments				2021 assignments			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
2.4.2.	Measure. Attraction of lecturers with a doctoral degree to work in a key positions in Utena University of Applied Sciences.	1.1		1.1		1.1		1.1		1.1		1.1	
2.4.3.	Measure. To encourage lecturers to study for a doctoral degree.	1.1		1.1		1.1		1.1		1.1		1.1	
2.4.4.	Measure. To ensure compliance with certification requirements of lecturers.	4		4		4		4		4		4	
2.4.5.	Measure. Improvement of salary payment system for lecturers according to their work results.	4		4		4		4		4		4	
2.4.6.	Measure. Improvement of lecturers professional qualification in the fields of engineering, informatics, technology, health and social sciences;	1	1			1	1			1	1		
2.4.7.	Measure. Attraction of lecturers-practicians from regional companies to teach at Utena University of Applied Sciences.	1.1		1.1		1.1		1.1		1.1		1.1	
2.4.8.	Measure. Preparation of young lecturers from graduates of Utena University of Applied Sciences and attraction of young lecturers from this region.	1.1		1.1		1.1		1.1		1.1		1.1	
2.4.9.	Measure. Purposeful use of Erasmus funds for the professional development of lecturers under the priorities and action plans provided by the faculties;	50	50			53	53			56	56		

N° of priority	Priority, group of measures, measure	2019 assignments				2020 assignments				2021 assignments			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
2.4.10.	Measure. To organise training for teachers about new pedagogical methods, assessment of students' achievements, and how to use Databases subscribed by Utena University of Applied Sciences;	2	2			2	2			2	2		
2.4.13.	Measure. To create conditions for lecturers to share the good professional experience gained during external training among their colleagues.	2.2		2.2		2.2		2.2		2.2		2.2	
2.4.14.	Measure. To set priorities for the professional development of employees and prepare professional development programs in faculties according to the needs for improvement of studies and activities of Utena University of Applied Sciences.	1.1		1.1		1.1		1.1		1.1		1.1	
2.5.	Group of measures. Renovation of study infrastructure												
		194,5	168,3	4,2	22	689,9	187,5	4,2	498,2	411,2	387	4,2	20
2.5.1.	Measure. To relocate the library to the central college building of Utena University of Applied Sciences address 7 Maironio Str. Utena and modernise it with IT equipment of the library;	6	3		3	2			2	2	1		1
2.5.2.	Measure. To modernise Nursing Simulation Center;	7			7	15			15	5			5
2.5.3.	Measure. To upgrade the equipment of the Cosmetology Practical Training Center;					2			2	2			2
2.5.4.	Measure. To modernise laboratories of technological and engineering studies,	155.3	155.3			644.7	177.5		467.2				

N° of priority	Priority, group of measures, measure	2019 assignments				2020 assignments				2021 assignments			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
	computer software and Electronic Training Center, during the implementation of the project "Development of a modern technological and engineering study and e-learning (learning) base, responding to the needs of the Utena region" 09.1.1-CPVA-V-720.												
2.5.5.	Measure. To renew auditorias and computer hardware;	10 5	10		5	10 5	10		5	10 5	10		5
2.5.6.	Measure. To achieve financing for the project "Renovation of Utena College building by reducing energy consumption costs Utenio Square 2" through the VIP program of the Ministry of Education and Science of the Republic of Lithuania;									376	376		
2.5.7.	Measure. According to the needs of study programs, to transfer part of the practical training of ADT (Clothing Design Technologies), AVS (Automatic Control Systems) EE (Electrical Engineering) specialists to companies in the region;	2.1		2.1		2.1		2.1		2.1		2.1	
2.5.8	Measure. To establish measures for the practical training of ZUT (Agriculture Technologies), AVS (Automatic Control Systems), EE (Electrical Engineering) specialists to make more effective use of the practical training bases of the sectoral PMC's (Professional Training Centre) operating in the region;	2.1		2.1		2.1		2.1		2.1		2.1	

N° of priority	Priority, group of measures, measure	2019 assignments				2020 assignments				2021 assignments			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
2.5.9	Measure. To increase amount of Lithuanian, English and Russian literature and electronic sources in the library of Utena University of Applied Sciences;	7			7	7			7	7			7
2.6.	Group of measures. Updating the system of organising internships												
		9	0,3	8,7		9	0,3	8,7		9	0,3	8,7	
2.6.1.	Measure. To update documentation regulating practical training of students.	2.9		2.9		2.9		2.9		2.9		2.9	
2.6.2.	Measure. To analyse internship places of specific study programs and provide measures for the development and quality improvement of internship places.	2.9		2.9		2.9		2.9		2.9		2.9	
2.6.3.	Measure. Carry out systematic monitoring of internships - surveys of students and employers, student visits and counseling at internships;	0,3	0,3			0,3	0,3			0,3	0,3		
2.6.4.	Measure. To organise trainings for mentors - internship managers in companies, institutions, organisations.	2.9		2.9		2.9		2.9		2.9		2.9	
2.7.	Group of measures. Coverage of studies with distance learning courses												
		3,6		3,6		3,6		3,6		3,6		3,6	
2.7.1.	Measure. To increase the coverage of study programs by distance learning courses in the college VMA Moodle;	1.2		1.2		1.2		1.2		1.2		1.2	
2.7.2.	Measure. To organise training on how to prepare and use distance learning courses in the	1.2		1.2		1.2		1.2		1.2		1.2	

N° of priority	Priority, group of measures, measure	2019 assignments				2020 assignments				2021 assignments			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
	study process;												
2.7.3.	Measure. To increase the availability of study materials through VMA Moodle system of Utena University of Applied Sciences.	1.2		1.2		1.2		1.2		1.2			
2.8.	Group of measures. Quality of graduates and its assessment												
		14,9		14,9		14,9		14,9		14,9		14,9	
2.8.1.	Measure. To direct the topics of students' final theses to the solutions of real and topical problems of real companies;	3.1		3.1		3.1		3.1		3.1		3.1	
2.8.2.	Measure. To analyse by using career management tools, employment of graduates after 6, 12, 36 months after graduation and make it public;	2.4		2.4		2.4		2.4		2.4		2.4	
2.8.3.	Measure. To analyse by using career management tool the share of graduates working in jobs requiring higher education after 6, 12, 36 months after graduation and make it public;	2.4		2.4		2.4		2.4		2.4		2.4	
2.8.4.	Measure. To organise a survey of graduates on satisfaction with studies/education.	3.5		3.5		3.5		3.5		3.5		3.5	
2.8.5.	Measure. To organise systematic surveys of employers' satisfaction with trained specialists.	3.5		3.5		3.5		3.5		3.5		3.5	
2.9.	Group of measures. Student satisfaction with the quality of studies												
		3,5		3,5		3,5		3,5		3,5		3,5	
2.9.1.	Measure. To organise a survey for students about	3.5		3.5		3.5		3.5		3.5		3.5	

N° of priority	Priority, group of measures, measure	2019 assignments				2020 assignments				2021 assignments			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
	their satisfaction with the quality of studies (annual student surveys) and assessment of lecturers work quality.												
3.	Priority. Development of internationality												
		31,1	2,5	28,6		34,1	2,5	31,6		34,1	2,5	31,6	
3.1.	Group of measures. Academic mobility of lecturers												
		5,2	2,5	2,7		5,2	2,5	2,7		5,2	2,5	2,7	
3.1.1.	Measure. To increase intercultural and professional competences of lecturers and administrative staff for teaching in foreign languages;	2.2		2.2		2.2		2.2		2.2		2.2	
3.1.2.	Measure. Carry out joint research, projects with international partners of Latvia, Finland, Ukraine;	0.5		0.5		0.5		0.5		0.5		0.5	
3.1.3.	Measure. To participate in professional experience internships in foreign companies and teaching visits in higher education institutions;	2.5	2.5			2.5	2.5			2.5	2.5		
3.2.	Group of measures. Attraction of lecturers from foreign higher education institutions												
		11		11		14		14		14		14	
3.2.1.	Measure. To invite lecturers and researchers from foreign countries using the funding of the ŠMPF (Education Exchange Support Fund) visits;	3		3		6		6		6		6	
3.2.2.	Measure. To invite lecturers to give lectures from partner higher education institutions under the Erasmus + program.	8		8		8		6		8		6	

N° of priority	Priority, group of measures, measure	2019 assignments				2020 assignments				2021 assignments			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
3.3.	Group of measures. Student academic mobility												
		4,4		4,4		4,4		4,4		4,4		4,4	
3.3.1.	Measure. To provide support and information for students about international mobility opportunities and organise: information seminars, consultations, Erasmus week, study program mobility windows, an interactive information tool - dissemination of Erasmus + participants' experience;	2.2		2.2		2.2		2.2		2.2		2.2	
3.3.2.	Measure. To provide social support for incoming students: Mentoring system, week of integration, ECTS catalogue on the website of Utena University of Applied Sciences, documentation of study regulations in English and Russian;	2.2		2.2		2.2		2.2		2.2		2.2	
3.4.	Group of measures. Cooperation agreements with international partners												
		10,5		10,5		10,5		10,5		10,5		10,5	
3.4.1.	Measure. To analyse cooperation agreements with foreign partners - higher education institutions by selecting promising directions of cooperation, cooperation regions, and specific institutions by the levels of Utena University of Applied Sciences and its faculties.	2.2		2.2		2.2		2.2		2.2		2.2	
3.4.2.	Measure. To expand the network of foreign social partners relevant to areas of technological and engineering, business, and dental care study programs, including strong	2.2		2.2		2.2		2.2		2.2		2.2	

N° of priority	Priority, group of measures, measure	2019 assignments				2020 assignments				2021 assignments			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
	Scandinavian and Western European higher education institutions;												
3.4.3.	Measure. To search for foreign partners and sign cooperation agreements with higher education institutions, employers, business structures in strategic cooperation areas: Scandinavia, Russian Federation, EU regions, Eastern Partnership countries;	2.2		2.2		2.2		2.2		2.2		2.2	
3.4.4.	Measure. To determine directions of membership in international organisations for ensuring the quality of specialists training following the need of study modernisation: by the institutional level - EURASHE, UASNET; by the level of Faculty of Business and Technologies - EURHODIP, Faculty of Medicine-ENPHE, EASSW;	2.2		2.2		2.2		2.2		2.2		2.2	
3.4.5.	Measure. Identify areas where new memberships are needed and where to eliminate and strengthen it.	1.7		1.7		1.7		1.7		1.7		1.7	
4.	Priority. Improving the organisational culture of Utena University of Applied Sciences												
		11	5	4,5	1,5	26,5	21	4,5	1	10,5	5	4,5	1
4.1.	Group of measures. Implementation of quality culture provisions at all levels of the management												
		6,5	2	4,5		6,5	2	4,5		6,5	2	4,5	
4.1.1.	Measure. To improve internal communication of the organisation, to inform the community about the activities and financial results of Utena University of Applied Sciences;	1		1		1		1		1		1	

N° of priority	Priority, group of measures, measure	2019 assignments				2020 assignments				2021 assignments			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
4.1.2.	Measure. To organise annual employee surveys and interviews;	3.5		3.5		3.5		3.5		3.5		3.5	
4.1.3.	Measure. To carry out internal audits of relevant areas of activities and their results of Utena University of Applied Sciences and publish them to the community of higher education institution.	2	2			2	2			2	2		
4.2.	Group of measures. Improvement of the working and leisure conditions of the university's community												
		4,5	3		1,5	20	19		1	4	3		1
4.2.1.	Measure. To organise events for the community: educational trips, training, and nomination event;	2	2			2	2			2	2		
4.2.2.	Measure. To equip / renovate lecturers' work and rest /leisure rooms in faculties;	1	0.5		0.5	0.5	0.5			0.5	0.5		
4.2.3.	Measure. To install/renovate recreation areas for the students of Utena University of Applied Sciences in the central building of the institution (Maironio str. 7), in both faculties (Maironio str. 18 and Utenio sq. 2) and in other buildings of the institution (Aušros str. 73 and Aukštaičių str.9.).	1.5	0.5		1	1.5	0.5		1	1.5	0.5		1
4.2.4.	Measure. To acquire document management system and or create an information system.					16	16						

**6.2. THE SECOND STRATEGIC OBJECTIVE - TO DEVELOP APPLIED SCIENTIFIC ACTIVITIES, RESEARCH, AND NON-FORMAL EDUCATION SERVICES
RELEVANT TO THE REGION AND THE COUNTRY PRIORITIES, MEASURES AND ASSIGNATIONS FOR 2019–2021.**

N° of priority	Priority, group of measures, measure	2019 assignments				2020 assignments				2021 assignments			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
5	Priority. Improvement of applied scientific and consulting activities												
		194,7	83,1	111,6		61,7	10,1	51,6		51,7	5,1	46,6	
5.1.	Group of measures. Publication and publicity												
		15,9	2	13,9		15,9	2	13,9		15,9	2	13,9	
5.1.1.	Measure. To publish the results of teaching staff research in peer-reviewed scientific journals according to the directions of applied scientific activities of the departments;	4		4		4		4		4		4	
5.1.2.	Measure. To register and publish the publications of the teaching staff in the Lithuanian Academic Electronic Library (eLABa). Monitor the registration of publications;	4		4		4		4		4		4	
5.1.3.	Measure. To prepare and publish collective scientific monographs, studies, synthetic, and other scientific works according to the directions of applied scientific activities of the departments and the scientists working in them;	2.7	2	0.7		2.7	2	0.7		2.7	2	0.7	
5.1.4.	Measure. To prepare joint scientific and professional publications for the public with partners from the world to popularise the science, studies, and professional perspectives developed in Utena University of Applied Sciences;	4		4		4		4		4		4	

N° of priority	Priority, group of measures, measure	2019 assignments				2020 assignments				2021 assignments			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
5.1.5.	Measure. To publish the peer-reviewed journal "Insights" of Utena University of Applied Sciences in an online format and on the website of the higher education institution.	1.2		1.2		1.2		1.2		1.2		1.2	
5.2.	Group of measures. Tailored applied research												
		17,2		17,2		17,2		17,2		17,2		17,2	
5.2.1.	Measure. To carry out applied scientific research relevant to the region and the activities of Utena University of Applied Sciences following the directions of applied research activities of the departments and orders of companies, organisations, and associated structures;	2.1		2.1		2.1		2.1		2.1		2.1	
5.2.2.	Measure. To organise the provision to the public of business, environment, health care and other;	8.5		8.5		8.5		8.5		8.5		8.5	
5.2.3.	Measure. To search for corporate clients and participate in the EU Innovation Voucher Program;	3.1		3.1		3.1		3.1		3.1		3.1	
5.2.4.	Measure. To organise tailored seminars, courses for regional companies, associated structures, social partners, etc.	3.5		3.5		3.5		3.5		3.5		3.5	
5.3.	Group of measures. Scientific events and dissemination of applied research results at scientific events												
		5,9	3,1	2,8		5,9	3,1	2,8		5,9	3,1	2,8	
5.3.1.	Measure. To organise scientific-practical conferences of the republic for the	1	1			1	1			1	1		

N° of priority	Priority, group of measures, measure	2019 assignments				2020 assignments				2021 assignments			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
	scientific community;												
5.3.2.	Measure. To organise national and international conferences of young researchers-students: "A Country Where It Is Good to Live" and others;	0.6	0.6			0.6	0.6			0.6	0.6		
5.3.3.	Measure. To organise international scientific-practical conferences such as traditional "Aspects of Sustainable Development: Theory and Practice" including conferences in which the Utena University of Applied Sciences participates as a partner - together with SSAU, UK, RIAT;	1	1			1	1			1	1		
5.3.4.	Measure. To organise events developing entrepreneurship of the academic and regional community of Utena University of Applied Sciences;	2		2		2		2		2		2	
5.3.5.	Measure. To organise science popularisation events for children, youth, and families in the region - robotics, programming, language learning, etc.	1.3	0.5	0.8		1.3	0.5	0.8		1.3	0.5	0.8	
5.4.	Group of measures. Non-formal adult education and in-service training												
		7		7		7	7			7		7	
5.4.1.	Measure. To investigate the need of regional employers for in-service training of specialists and their professional development;	2		2		2		2		2		2	

N° of priority	Priority, group of measures, measure	2019 assignments				2020 assignments				2021 assignments			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
5.4.2.	Measure. To organise non-formal educational events according to the needs of the region and the academic community of Utena University of Applied Sciences on relevant topics;	1.5		1.5		1.5		1.5		1.5		1.5	
5.4.3.	Measure. To organise in-service training courses for companies and organisations in the region and individual customers in relevant fields.	3.5		3.5		3.5		3.5		3.5		3.5	
5.5.	Group of measures. Project activities												
		148,7	78	70,7		15,7	5	10,7		5,7		5,7	
5.5.1.	Measure. To prepare applications for the EU, other international and national funds, programs, ministries of the Republic of Lithuania, regional municipalities, etc., competitions. To implement relevant projects for the region and institution studies, applied research activities, professional development of teachers, entrepreneurship education, etc. areas for improvement;	4		4		4		4		4		4	
5.5.2.	Measure. To implement projects aimed at the needs of the region in accordance with OP Priority 8 "Increasing Social Inclusion and Combating Poverty" No. 08.6.1-ESFA-V-911 Measure "Implementation of Local Development Strategies": "Business Tasting", "New Skills-New Opportunities";	59	34	25		10	5	5					

N° of priority	Priority, group of measures, measure	2019 assignments				2020 assignments				2021 assignments			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
5.5.3.	Measure. To implement the project "Development of Student Entrepreneurship and Creativity in Utena, Vilnius and Panevėžys Regions" financed by Priority 9 of the EU Investment Operational Program for 2014–2020 "Public Education and Increasing the Potential of Human Resources" under the measure 09.3.1-ESFA-K-731 "Improvement of Study Quality" (IN CORPORE);	43	38	5									
5.5.4.	Measure. To implement Erasmus + KA2 Strategic Partnership projects in education and training: Improving the Experiential Live Project Enhancement (ELPE); Partnership projects, Nord Plus, Erasmus +;	41	6	35									
5.5.5.	Measure. To develop and improve the project management culture of Utena University of Applied Sciences community members to organise training on how to prepare a good project and other events;	0.2		0.2		0.2		0.2		0.2		0.2	
5.5.6.	Measure. Update service lists and participate in EU-funded initiatives such as the R&D Services for Innovation Vouchers program, the EU Competence Voucher Investment Facility, and more.	1.5		1.5		1.5		1.5		1.5		1.5	
6.	Priority. Development of strategic partnerships												
		23,3	9,8	13,5		23,3	9,8	13,5		23,3	9,8	13,5	
6.1.	Group of measures. Analysis of partners' network												
		5,8	0,1	5,7		5,8	0,1	5,7		5,8	0,1	5,7	

N° of priority	Priority, group of measures, measure	2019 assignments				2020 assignments				2021 assignments			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
6.1.1.	Measure. To select strategic regional, national, and international partners (including employers) for each study program group;	1.1		1.1		1.1		1.1		1.1		1.1	
6.1.2.	Measure. To study the needs of employers in the region for specialists and their quality, including specialists trained during short studies, for the improvement of qualification of company specialists;	2.2		2.2		2.2		2.2		2.2		2.2	
6.1.3.	Measure. To analyse the employment opportunities of graduates in the companies of the region and systematically inform students and graduates about them;	2.4		2.4		2.4		2.4		2.4		2.4	
6.1.4.	Measure. To carry out discussions with regional employers on topical issues of specialist training;	0.1	0.1			0.1	0.1			0.1	0.1		
6.2.	Group of measures. Development of cooperation with social partners												
		17,5	9,7	7,8		17,5	9,7	7,8		17,5	9,7	7,8	
6.2.1.	Measure. To sign cooperation agreements with regional employers and associated employers, business and other structures, regional municipalities, other Lithuanian higher education institutions, regional and national general education schools, vocational training centers, other social partners;	1.8		1.8		1.8		1.8		1.8		1.8	
6.2.2.	Measure. To develop cooperation with employers who need technological and engineering specialists and specialists in other fields,	1.8		1.8		1.8		1.8		1.8		1.8	

N° of priority	Priority, group of measures, measure	2019 assignments				2020 assignments				2021 assignments			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
	maximally involving them in the study process, improving the study content, base, practices, attracting students, inviting them to conduct practical classes in their companies, give lectures on particularly relevant practical topics;												
6.2.3.	Measure. To initiate and organise Profession days in companies and study visits to companies for students of Utena University of Applied Sciences and general education school students;	0.1	0.1			0.1	0.1			0.1	0.1		
6.2.4.	Measure. To organise joint events with Alumni of Utena University of Applied Sciences;	0.1	0.1			0.1	0.1			0.1	0.1		
6.2.5.	Measure. To develop membership in national and international associations in order to improve the study content, methods, and quality;	9 0.5	9 0.5			9 0.5	9 0.5			9 0.5	9 0.5		
6.2.6.	Measure. To improve the quality of the membership of Utena University of Applied Sciences in the activities of national and international associations, to participate in the meetings of the members of the associations in solving the popularisation of study programs, training of specialists, employment, etc.	2.1		2.1		2.1		2.1		2.1		2.1	

N° of priority	Priority, group of measures, measure	2019 assignments				2020 assignments				2021 assignments			
		Total	From them			Total	From them			Total	From them		
			For expense		For assets		For expense		For assets		For expense		For assets
			Total	For salary			Total	For salary			Total	For salary	
6.2.7.	Measure. To cooperate with associations, distributors / developers for equipment necessary for training specialists by initiating introductory seminars and other events of the latest equipment or technologies.	2.1		2.1		2.1		2.1		2.1		2.1	
TOTAL:		626,8	348,5	254,8	23,5	1030,8	321,8	200,8	508,2	715,1	499,3	194,8	21

7. CRITERIA FOR ASSESSING THE ACHIEVEMENT OF STRATEGIC OBJECTIVES AND THEIR SIGNIFICANCE IN 2018-2021

N° of evaluation criterion	Title of evaluation criteria	Indicators of achievement of criteria		
		2019	2020	2021
	For the first strategic objective. To train highly qualified specialists, motivated to constantly improve and work in the conditions of global digitisation and growth of innovation.			
1.	Priority. Attracting and retaining students			
1.1.	Group of measures. Attraction of national students			
1.1.1.	Total number of students (data of October 1): full-time studies part-time studies	1491 794 697	1450 800 650	1470 857 613
1.1.2.	Number of admitted national students: full-time studies part-time studies	405 228 177	410 230 180	400 200 200
1.1.3.	Percentage of students attracted from Utena region from all students enrolled that year	405/ 50%	410/ 52%	400/ 50%
1.1.4	Proportion of students admitted to state-funded study places (per cent) of all admitted students	122/ 30%	123/ 30%	120/ 30%
1.2.	Group of measures. Attraction of international students			
1.2.1.	Number of admitted international students (total)	20	25	30
1.2.2.	Number of Students in part-time studies / internships	30	35	40
1.2.3.	Number of international students of all courses	45	40	40

N° of evaluation criterion	Title of evaluation criteria	Indicators of achievement of criteria		
		2019	2020	2021
1.3.	Retention of students - improvement of study accessibility and flexibility			
1.3.1.	Number and percentage of students, which fall out from the studies during the academic year, compared to the number of students admitted in that academic year and all students	405/ 11%	410/ 11%	400/ 11%
2.	Priority. Study improvement			
2.1.	Group of measures. Renovation of study programs			
2.1.1.	Number of updated study programs	All in progress 20%	All in progress 20%	All in progress 20%
2.1.2.	Number of study programs taught in a foreign language in which foreign students study in that year	9	11	13
2.2.	Group of measures. Development of new study programs			
2.2.1.	Number of new study programs (short cycles)	1		1
2.2.2.	Number of new joint study programs with other higher education institutions		1	1
2.3.	Group of measures. Assurance of study quality			
2.3.1.	Percentage of accredited for a 6 years study programs from that year all evaluated study programs.	65%	69%	73%
2.4.	Group of measures. Strengthening the teaching staff			
2.4.1.	Percentage of lecturers who improved their knowledge of English or another foreign language in that year, out of all teaching staff.	5	5	5
2.4.2.	Proportion of lecturers with a doctoral degree (per cent) of all teaching staff	10%	10%	10%
2.4.3.	Proportion of lecturers with 3 and more years of practical work experience in the field of the taught subject (per cent) of all teachers	More than 50%	More than 50%	More than 50%
2.4.4.	Lecturers of age less than 35 number and ratio to all teaching staff (per cent)	15%	15%	15%
2.4.5.	Funds for in-service training of lecturers (thousand EUR)	6	10	10
2.5.	Group of measures. Renovation of study infrastructure			
2.5.1.	Modernised study infrastructure for (thousand Eur) Repaired auditorium area (m ²) Renovated student dormitory area (m ²)	155.3 ¹ +30 ² 320 m ² 160 m ²	644.7+30 320 m ² 160 m ²	30 320 m ² 160 m ²
2.5.2.	Targeted funds of the State Investment Program have been allocated for the construction of the college building in Utenio sq 2 for modernisation for (thousand Eur)			376
2.5.3.	Updated Library funds for (thousand Eur) Number of subscribed databases (units)	7 3	7 3	7 3

¹ EU funds

² Funds of Utena University of Applied Sciences

N° of evaluation criterion	Title of evaluation criteria	Indicators of achievement of criteria		
		2019	2020	2021
	Electronic journals (units) in subscribed databases; Subscribed e-books (units) Downloaded full-text documents (units)	12 562 2932 1170	13 000 3000 2500	14 000 3500 3500
2.7.	Group of measures. Coverage of studies with distance learning courses			
2.7.1.	Percentage of study programs organised by distance learning courses form of all study program courses / subjects	53%	58%	63%
2.8.	Group of measures. Quality of graduates and its assessment			
2.8.1.	Proportion of students' final thesis results in the activity of regional companies (per cent) of all thesis defended in that year	80%	80%	80%
2.8.2.	Number of graduates, which gained their professional bachelor degree in university	520	390	380
2.8.3.	Percentage of employed graduates at 6, 12, and 36 months after graduation	70%;72%;75 %	71%;72%; 75%	71%;73%;76 %
2.8.4.	Percentage of graduates working in jobs requiring higher education at 6, 12, and 36 months after graduation	32%; 33%; 35%	32%; 34%; 36%	33%; 34%; 38 %
2.8.5.	Level of graduates' satisfaction with the acquired education (per cent)	70%	72%	74%
2.8.6.	Level of satisfaction of employers with trained specialists (per cent)	60%	60%	60%
2.8.7.	Level of students' satisfaction (after the semester) with the quality of studies (per cent)	82%	85%	85%
3.	Priority. Development of internationality			
3.1.	Group of measures. Academic mobility of teaching staff			
3.1.1.	Percentage of lecturers who went to teaching or training visits in foreign higher education institutions of the number of all teaching staff in the college	25%	27%	28%
3.1.2.	Percentage of lecturers who came for teaching and training visits from foreign higher education institutions of the number of all teaching staff in the college	25%	26%	27%
3.2.	Group of measures. Attraction of lecturers from foreign higher education institutions			
3.2.1.	Number of invited foreign guest lecturers to give lectures	1	2	2
3.3.	Group of measures. Academic mobility of students			
3.3.1.	Percentage of students who went to study at foreign higher education institutions or did internships from the number of all students at the college	2,9%	3%	3,1%
3.3.2.	Percentage of students who came to study from foreign higher education institutions or did internships from the number of all students at the college	4%	4,1%	4,2%
3.4.	Group of measures. Cooperation agreements with international partners			
3.4.1.	Number of cooperation agreements with international partners - foreign higher education institutions and other educational institutions and number of new agreements concluded in that year	60 +5 new agreements	70 + 5 new agreements	75 +5 new agreements

N° of evaluation criterion	Title of evaluation criteria	Indicators of achievement of criteria		
		2019	2020	2021
3.4.2.	Number of cooperation agreements with international partners - foreign employers and associated employers, business and other structures and number of new agreements concluded in that year	25 +5 new agreements	35 +5 new agreements	35 +5 new agreements
4.	Priority. Improvement of the organisational culture at Utena University of Applied Sciences			
4.1.	Group of measures. Implementation of quality culture provisions at all levels of the management of Utena University of Applied Sciences			
4.1.1.	Employee job satisfaction level (per cent)	75%	75%	75%
4.2.	Group of measures. Improvement of working and leisure conditions of the college community			
4.2.1.	The area of lecturers' and other staff workplaces has been modernised	65 m ²	65 m ²	65 m ²
4.2.2.	Recreations areas for students have been created (m ²)	70 m ²	70 m ²	70 m ²
	For the second strategic objective. To develop applied scientific activities, research and non-formal education services relevant to the region and the country			
5.	Priority. Improvement of applied scientific and consulting activities			
5.1.	Group of measures. Publishing and publicity.			
5.1.1.	Number of academic publications in peer-reviewed scientific journals (units)	25	25	25
5.1.2.	Scientific monographs, studies, synthetic scientific works	1	1	1
5.1.3.	Number of science promotion / professional publications (units)	20	20	20
5.1.4.	Number of performed applied researches (units)	10	10	10
5.1.5.	Number of consultations (units)	100	100	100
5.2.	Group of measures. Tailored applied research			
5.2.1.	Funds earned for tailored, consulting and applied scientific activities and research (thousand EUR).	40	50	60
5.3.	Group of measures. Scientific events and dissemination of applied research results at scientific events			
5.3.1.	Number of republican scientific, practical conferences	2	2	2
5.3.2.	Number of international scientific, practical conferences	5	5	5
5.3.3.	Number of student conferences for young researchers	1	1	1
5.3.4.	Number of events developing entrepreneurship	10	10	10
5.3.5.	Number of science promotion events	2	2	2
5.3.5.	Number of announcements presented at conferences	20	20	20
5.4.	Group of measures. Non-formal adult education and in-service training			
5.4.1.	Number of persons who participated in non-formal learning events in that year	2000	2100	2200
5.4.2.	Of these, the number of participants in in-service training courses, including	450	460	470

N° of evaluation criterion	Title of evaluation criteria	Indicators of achievement of criteria		
		2019	2020	2021
	from the region	360	370	380
5.4.3.	Funds earned for in-service training and other courses (thousand EUR)	22	23	24
5.5.	Group of measures. Project activities			
5.5.1.	Number of applications prepared for national funds, programs (units), ratio (%) to funded applications	5 60% ratio with a fin. sup.	6 60% ratio with a fin. sup.	7 60% ratio with a fin. sup.
5.5.2.	Number of applications prepared for EU structural and other international funds programs (units), ratio to funded applications	4 50% ratio with a fin. sup.	4 % ratio with a fin. sup.	4 % ratio with a fin. sup.
6.	Priority. Development of strategic partnerships			
6.2.	Group of measures. Development of cooperation with social partners			
6.2.1.	Number of cooperation agreements with employers in the region and number of new agreements concluded in that year	110 + 10 new agreements	120 + 10 new agreements	130 + 10 new agreements
6.2.2.	Number of cooperation agreements with regional and national municipalities and number of new agreements concluded in that year	2 + 1 new agreement	3 + 1 new agreement	4 + 1 new agreement
6.2.3.	Number of cooperation agreements with other Lithuanian higher education institutions and number of new agreements concluded in that year	9 + 1 new agreement	10 + 1 new agreement	11 + 1 new agreement
6.2.4.	Number of cooperation agreements with regional and national general education schools and number of new agreements concluded in that year	56 +5 new agreements	61 +5 new agreements	66 +5 new agreements
6.2.5.	Number of cooperation agreements with regional and national vocational training centers and number of new agreements concluded in that year	7 + 2 new agreements	9 + 2 new agreements	11 + 2 new agreements
6.2.6.	Membership in republican associations (units)	6	7	8
6.2.7.	Membership in international associations (units)	5	6	7