

APPROVED

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STRATEGY OF UTENA UAS ACTIVITIES 2014-2020

I. MISSION, VISION AND STRATEGIC CHANGES

THE MISSION OF UTENA UAS

To train specialists with higher professional education in various fields that meet the needs of the regional, national and European labor market, and provide with conditions for continuous education by developing and promoting an individual's abilities to continuously learn and act under digital society conditions.

THE VISION OF UTENA UAS

A modern and dynamic state institution of higher education, acknowledged nationally and internationally, promoting and cherishing the need for knowledge and creativity of the academic staff, based on high quality demands of all the areas of activity and innovation, developing partnership and actively involved in the life of Aukštaitija Region and Lithuania.

STRATEGIC CHANGES

External context of the activities of Utena UAS

Political factors. Reforming the Lithuanian higher education system and integrating it into the common European higher education area in the context of the Bologna process, the Louvre and New Louvre Resolutions, which set the priorities for the European Higher Education Area until 2020 and anticipating that in this period in the light of an aging population and other trends, higher education must make a key contribution to building a creative and innovative Europe of knowledge through lifelong learning. The new version of the Law on Science and Studies (Žin., 2009, 2138-2140, TAR., 2016, No. 2016-20555) adopted in 2016 and came into force from 2017, which also raised new challenges for the quality of higher education studies, assessment of study results, financing of studies, quality of training, development, etc. This process is accompanied by the implementation of the new version of the European Higher Education Quality Regulations and Guidelines (2015), the EU financial support for 2007-2013 lessons and for the prospects of the EU investment program for the period of 2014-2020 and other important policy developments.

Economic factors. The national economic situation causes insufficient funding for higher education. State budget investments in the training of specialists, research, and modernization of the higher education institution base are not increasing. Recently, the funds allocated to one state-funded student are much lower than in the EU countries. According to research and experimental development expenditures, Lithuania is still far from the indicators provided in the Lisbon Strategy and the Strategy "Europe 2030". The national economy is not yet able to outsource research and exploit the full potential of higher education institutions. A significant part of the economic issues of higher education was addressed to opportunities provided

by the EU structural funds for 2007-2013, cooperation with business and social partners. It must be acknowledged that the national higher education, and in particular research and experimental development, is dependent on EU financial support, which is likely to decline after 2020. However, on the other hand, the country's colleges have been "prevented" from participating in most of the competitions announced by the Lithuanian Science Council and MITA to finance research. Therefore, the development of Utena UAS is significantly hampered on some issues.

Social factors. The national demographic, labor market and other trends show that the number of traditional students in our country is declining and will decrease in the future, whereas the competition between higher education institutions will continue to grow, the need for quality education and higher education will increase, and the number of non-traditional learners will increase, as well. Sufficiently high unemployment and low wages continue to encourage not only labour emigration, but also 'brain drain' and related phenomena. Utena UAS is a regional higher education institution and about half of its students are from the Utena region and its surroundings. Approximately the same proportion of the Utena UAS graduates are employed in this area, where the population continues to decline, including the number of young potential students of Utena UAS. Looking at the labour market trends and the statements of employers, it can be seen that the need for high-quality technological and biomedical education will increase in the nearest future. This poses new challenges to the Utena UAS community.

Technological factors. With the development of the information society and knowledge economy in the country, telecommunication technologies are rapidly developing, information technologies and electronic communication infrastructure is expanding, although it is unevenly developed in the country. The number of people using modern technologies (especially young people), companies and public Internet access centers is growing. This allows for almost unlimited expansion of access to higher education for the population of the country and even foreign countries, ensuring almost unlimited dissemination of studies and scientific information, and speeding up the search for the necessary information. However, according to the level of technological development and indicators of building a knowledge society, Lithuania still lags behind the EU countries: information technology infrastructure differs between urban and rural areas, different demographic groups have sufficiently different competencies to use them, underdeveloped Lithuanian, as well as the Utena UAS distance learning, network of academic libraries, insufficient conductivity of LITNET international channel.

Internal context of the activities of Utena UAS

Legal basis. The state regulation of the activities of Utena UAS is carried out by the Government of the Republic of Lithuania and the Ministry of Education and Science in accordance with the procedure established by legal acts. The activities of Utena UAS are regulated by the Constitution of the Republic of Lithuania, the Law on Science and Studies (2009) and its new edition (TAR, 14/07/2016, No. 20555), other laws of the Republic of Lithuania, resolutions of the Government of the Republic of Lithuania Statute (2012), Study Regulations, Rules of Procedure, Resolutions of the Utena UAS Council, Academic Council, Resolutions of the Utena UAS Rectorate.

Organizational structure and management. The organizational structure of Utena UAS consists of two faculties: the Faculty of Business and Technologies and the Faculty of Medicine. Each faculty has its own departments. Organizational and other functions are also performed by the general divisions and centers of Utena UAS supervising different areas of the activities: Strategic Development, International Relations Department, Study Department, Accounting and Finance Departments, Career Center, E-learning Center, Library, IT Service Centre and Maintenance Service Centre.

Utena UAS is managed by: self-governing institution - the Academic Council, the Council of Utena UAS, the Rector of Utenas UAS, acting on its behalf and representing it, the Rectorate of Utena UAS - a collegial governing body dealing with organizational, study, economic and other issues of Utena UAS.

Human Resources. During the preparation of this strategy on 1 January 2014, Utena UAS had 226 employees (198.7 full-time), of which 166 were pedagogical staff members: 24 with a doctoral degree, 3 doctoral students, 35 staff for studies and 29 administration staff members. Out of the total number of employees of Utena UAS, 18 employees held administrative positions in the management, academic and non-academic departments, 27% - pedagogical staff and 1.3% - study and service staff, for whom Utena UAS was not the main place of work.

According to the data of 01.10.2016, Utena UAS has 220 employees occupying 167.89 full-time positions, of which 164 are employees of pedagogical staff: 28 - with a doctoral degree, 3 PhD students, 41 employees for studies, 30 employees - service staff members. Out of the total number of employees in Utena UAS, 15 employees hold administrative positions in the management of Utena UAS, academic and non-academic departments. Utena UAS employs 31% pedagogical and 1.8% study and service staff, for whom Utena UAS is not the main place of work. The Utena UAS employees have practical - consulting, expert, pedagogical, project, applied research and other experience, are active in the professional and cultural life of the region and the country.

Planning system. Utena UAS plans its activities in accordance with the principles of long-term strategic, medium-term and short-term planning. Strategic activity documents, such as this strategy and plans, are prepared for a period of 3 - 6 years. Every year, faculties, departments, divisions, centers and services prepare annual activity programs and reports. All programs are prepared taking into account the priorities of the Government, long-term development strategies of the country and the region, strategic action plans of the Ministry of Education, Science and Sport, development of the country and the region, the need for specialists and other trends. In view of the fact that the state funding of the Utena UAS activities is decreasing every year and the fact that from 2020 it is likely to decline significantly, it is necessary to strategically plan how to achieve the best results with limited resources.

Financial and material resources. Utena UAS is a public institution financed from the state budget of the Republic of Lithuania and other sources. The sources of financial resources of Utena UAS include: the basic financing funds of the state budget of the Republic of Lithuania; budget funds allocated in accordance with the procedure established by the Law on Science and Studies; funds for public investment programs and public investment projects; income received as tuition fees, as well as income from economic, scientific activities and services provided by Utena UAS; funds received as programmatic competitive research funding; State funds; funds provided by international and foreign organizations; funds received as support under the Law on Charity and Support of the Republic of Lithuania, other legally received funds.

In the middle of the financial year, drafts of the estimates of state budget programs are prepared, based on economic calculations, which are submitted to the Ministry of Education, Science and Sport of the Republic of Lithuania. With the approval to the drafts of program estimates, the final program estimates are prepared, in which the use of funds is distributed on a quarterly basis according to expenditure items. In accordance with the principles of rationality and appropriateness of the use of funds, the expenditure incurred by Utena UAS may not exceed the approved estimates of expenditure.

Utena UAS has 5 buildings with a total area of 12,195 m². On 1 October 2016, the residual value of buildings was 2,117.8 thousand Eur.

Adequacy of accounting. The accounting of Utena UAS is managed in accordance with the Law on Accounting of the Republic of Lithuania, the Law on Public Sector Accountability of the Republic of Lithuania, public sector accounting and financial reporting standards and other legal acts. Computer accounting programs Stekas - accounting, NAVISION Financials, VEDA are used for accounting, and online banking is used for payments.

Communication system (information and communication systems). The technical means of communication in Utena UAS are developed quite well. All computers are connected to the Internet. All workplaces of Utena UAS, faculty administrations, departments, divisions, centers and services are computerized, there are computer classes used by students and lecturers. There is an internet connection in the students' dormitories. Faculties, departments, centers, library are connected to a common system via the internal telephone network. They all have telephone

connections to the outside, and staff have access to email and internet services. In June - September 2016 a new website of Utena UAS (www.utenos-kolegija.lt) was created. A distance learning auditorium was established and has been operating since 2000 in Utena UAS, with video conferencing and study equipment that allows for live broadcasts from remote classrooms. However, the mentioned distance learning auditorium and its equipment require major modernization. Students and teachers can use the virtual learning environment *Moodle*, as well as the group work system *FirstClass*. The network equipment in Utena UAS buildings is working properly, 90 per cent of them is covered by wireless connection. All workstations are fully computerized and connected into a network.

Information resources. Most of the Utena UAS information resources are stored in the library, which provides information services to members of the Utena UAS community free of charge. The information needs for the readers are met by using the literature and periodicals in the library and on the Internet, other information sources, by performing an information search in the library catalogs, electronic Lithuanian and world databases. The Utena UAS staff and students have access to 25 full-text databases. Another important part of information resources consists of distance learning courses, of which 290 were prepared until 1 October 2016, i.e. 35 per cent coverage of all study programs by distance courses (on 01-10-2014 it was 250 courses, which accounted for 32 per cent of coverage of study programs by distance courses). Part of these courses are used for in-service training of various specialists, non-formal adult education.

Internal control system (including internal audit system). The basis for the quality control of the Utena UAS performance, its subdivisions, departments and centers, services, plans and programs consists of the provisions of the Utena UAS Statute, Quality Policy, Quality Management Systems based on ISO 9001: 2008 standard, EFQM and European Higher Education Area quality assurance standards and the provisions of the guidelines (ESG. 2015). The quality of the Utena UAS activities is pursued in accordance with the principles of self-analysis, self-control, monitoring and control of each member of the community, structural unit. Therefore, the procedure of self-analysis of all structural units is performed every year (when preparing activity reports), the quality of studies and the Utena UAS activities, and the opinion of employers are surveyed. The operation of the study quality management system is coordinated by the representative of management for quality. Internal control is performed by the Internal Audit Service, the Utena UAS and the faculties administration. Resolutions on the internal control system are made by the Rector, the Rectorate, the Academic Council and the Utena UAS Council. An external assessment of the compliance of the Utena UAS study quality management system with the requirements of the ISO 9001: 2008 standard, EFQM and the European Higher Education Area quality assurance standards and guidelines (ESG. 2015) is performed annually by an independent external audit company.

SWOT analysis:

STRENGTHS:

1. Utena UAS prepares highly qualified specialists ready for practical activities who find employment or develop their business in the labor market of Utena region and country.
2. Utena UAS provides high quality studies, which are proved by the study quality management system implemented in Utena UAS in accordance with international standards (ISO 9001: 2008 and EFQM model) and the European Higher Education Quality Guidelines.
3. The performance of Utena UAS was accredited for a period of 6 years, what creates conditions for the systematic development of studies, applied research activities, non-formal adult education and training.
4. There is sufficient international experience, which enables the implementation of international (joint, double degree / diploma) studies. In some study programs there are active international academic exchanges - TA, SV, VV, etc.
5. Utena UAS has flexible conditions for studies and non-formal adult education, professional development of specialists, recognition and crediting of non-formally acquired competencies.

6. Most of the lecturers are highly professionally qualified, the number of doctors working in primary positions at Utena UAS, the number of lecturers studying for doctoral studies, and the number of lecturers - practitioners are systematically increasing.

7. More than a third of the content of the Utena UAS study programs are covered by distance learning courses. There are reserves for development.

8. The infrastructure of student houses was renovated, creating modern living conditions.

9. At the level of study programs, there is a systematic discussion with the responsible employees of companies and organizations - Utena UAS partners (employers).

10. There are good relations between teachers and students.

11. Utena UAS disseminates enough information about itself in the regional media, on the Utena UAS website, organizes many events for the city.

12. Motivated students study in all studies in the field of biomedicine, food technology, accounting, social work studies.

13. A sufficiently modern study training base has been created for studies in the field of biomedicine (cosmetology, dental care, dental technology, oral hygiene, general practice nursing), for all studies in social sciences, especially tourism and hotel administration, hospitality management and agricultural technology.

AREAS FOR IMPROVEMENT

Cooperation with customers

1. Insufficiently effective system of cooperation with employers, employers' needs should be researched more systematically, discussions with employers should be carried out at the managerial level.

2. The needs of students of secondary education schools for studies and learning are not surveyed.

3. Insufficiently systematic work with alumni.

4. Insufficient use of graduates' career monitoring indicators to improve the compliance of the studies with the needs of the region and the attraction of potential students. Taking into account the improved indicators of the Utena UAS graduates employed in the region (49%), the analysis of graduates' employability (employed in the region, employed in the positions, where higher education is required, registered in the labor exchange and their rate dynamics), emphasizing the compliance of the Uten UAS studies with the needs of the region, more attention should be paid to the motivation of graduates to find employment in the companies of the region, to the assessment of the needs of the companies and to the use of the results in improving studies.

5. Insufficient motivation of some students to study results termination of their studies. In this sense, the ways of attracting new students needs to be improved in order to attract not only more students but also the best students.

6. Insufficient activity of students and teachers using subscribed and tested databases.

7. Insufficient outsourced applied research from the companies in the region. Insufficient involvement of the Utena UAS researchers and their groups in initiatives funded by the EU and national research projects.

Staff policy of Utena UAS

1. Research and analysis on the opinion and needs of the Utena UAS staff should be improved.

2. Some study programs lack competent teachers, in this sense the staff development policy needs to be improved.

3. Formal planning of teachers' professional development.

4. The foreign language skills of teachers should be improved, there are reserves to increase the number of teachers with a doctoral degree, to improve the practical competence of teachers in internships.

Studies

The anticipation of the perspectives of all study programs should be improved, emphasizing what we want to see in the future. Half of 2012-2016 externally evaluated study programs were accredited for a maximum of 6 years and other half for a period of 3 years. It is therefore necessary to improve the quality of the accredited programs for 3 years, the practical base, the contingent of teachers, the aspects of attracting the best students (Electrical Energetics, Business Management, Social Pedagogy, Law, Accounting, Environmental Engineering, Agricultural Technology, General Practice Nursing) in order to achieve their maximum accreditation.

1. There is a lack of periodic revisions of the content of study programs taking into account the changing needs of the market and the needs of companies. The needs for training of specialists and improving their competencies necessary for them are not systematically researched sufficiently.
2. The policy of development of student internship places should be improved.
3. The overall marketing strategy for attracting national and foreign students and evaluating the effectiveness of its implementation should be improved.
4. The number of distance learning courses should be increased in Transport Management, Law, Accounting, Social Pedagogy, Social Work, Information Systems Engineering, and other study programs as well as the number of e-learning services provided in study programs on the Internet.

Organizational culture of Utena UAS

1. There is a lack of academic discussion within Utena UAS in various studies, cooperation, traditions, monitoring of done works, and other issues.
2. Long-term planning of the Utena UAS events should be improved.
3. The system of incentives for employees for good work and initiatives should be improved.
4. Study and work environment should be modernized.
5. The responsibility of all members of the community of Utena UAS for the quality of specialist training should be strengthened.
6. Utena UAS does not have an electronic document management system.

OPPORTUNITIES WITHIN UTENA UAS

1. The Utena UAS students have the opportunity to study in a double degree diploma, to do internships abroad, to participate in international academic exchange programs.
2. Utena UAS is ready to accept students from other countries to study in most study programs.
3. To participate in the activities of national and international professional associations, unions, organizations, to co-operate with other domestic and foreign higher education institutions, regional secondary education schools, regional vocational training centers.
4. To develop non-formal adult education, professional development of employees, distance learning services, improving their accessibility for people of different ages and needs, bringing the learning space and time closer to the learner.
5. To update study programs, study base, to carry out outsourced applied research and other works for regional companies, participating in projects financed by the EU structural and national funds.
6. To develop the system of student career planning and career monitoring of graduates and the use of monitoring indicators in improving the compliance of studies with the needs of the region.
7. Attracting new students to focus on the youth and other residents of the Utena region and surrounding districts, employees of vocational information units in schools, vocational training centers in various ways and forms informing about the Utena UAS studies.

8. To implement the institutional base of the Utena UAS scientific information, ensuring free access to research results, giving members of the academic community better access to global scientific resources.

9. To involve employers in the study process, to develop discussions between the management of Utena UAS and the heads of the companies in the region regarding the training of specific specialists, internships, improvement of the study base, etc.

10. To attract foreign students to the study of specialties important for the companies of the region.

EXTERNAL THREATS

1. The decrease of the number of students in the country and especially in the region, resulting increasing competition between the country's higher education institutions in attracting students. This threat becomes more relevant by the fact that universities will be able to carry out 3-year bachelor's studies (until then it was 4 years), and other factors.

2. Insufficiency of legal issues encouraging companies to take care of students' internships, insufficient partial financing of studies.

3. High competition of institutions providing non-formal learning services (labor market training services, qualification improvement centers, IT companies, etc.) in organizing non-formal training courses.

4. The evaluation of the applied research and research outcomes of colleges and universities according to the same criteria and the non-allocation of additional funding for the achieved indicators does not encourage the Utena UAS researchers and lecturers to create more and higher-level scientific output.

5. Negative feedback from some employers about specialists trained by Utena UAS, as poorly prepared, unable to work immediately after the studies, insufficiently motivated.

6. The increase of the number of students who are not sufficiently prepared for studies and are not motivated to become good specialists.

7. The employment of graduates, who completed some programs, i.d. Environmental Engineering, Law, etc., is becoming more difficult.

STRATEGIC OBJECTIVES OF UTENA UAS for the period 2014-2020:

- 1. To train highly qualified specialists needed by the region and the country, motivated to constantly improve and work in the conditions of globalized changes.**
- 2. To develop applied research and non-formal education services relevant to the region and the country.**

PRIORITY DIRECTIONS OF THE UTENA UAS ACTIVITIES for 2014-2020 academic years:

TOWARDS THE FIRST OBJECTIVE

1. Improving the competitiveness (ability to compete in the market), accessibility, quality and internationality of studies.

The most important works:

1.1. To analyze strategies for attracting students from other higher education institutions (competitors) (main competitors in professional training, strengths / advantages and weaknesses of Utena UAS in training specialists compared to other colleges, universities, discussion of what Utena UAS can do significantly better than other higher education institutions).

1.2. To update the system of research and analysis on students' and graduates' opinions.

1.3. To reorganize the student attraction system, emphasizing the attraction of students from the region, the best and motivated students.

1.4. To strengthen the material base of technological and engineering studies and to improve the quality indicators of admission to technological and engineering and social sciences studies in the Faculty of Business and Technologies (to attract and accept only motivated and properly prepared students for these studies).

1.5. To make the most of the opportunities for targeted study funding and corporate study funding.

1.6. To develop the system of formalization of informally acquired knowledge and skills in all study programs of Utena UAS.

1.7. To improve the quality of students' independent written and final theses by using the electronic plagiarism recognition system more effectively.

1.8. To strengthen the participation of technological and engineering students and lecturers in international exchange programs, invite lecturers and attract students for part-time studies in Utena UAS from partner foreign higher education institutions.

1.9. To expand the network of foreign social partners relevant to technological and engineering study programs including strong Scandinavian and Western European higher education institutions.

2. Development of practical, scientific and international competence of human resources.

The most important works:

2.1. To update the system of employee job satisfaction and needs for research and analysis by systematically applying employee surveys, annual interviews, etc.

2.2. To discuss the issues of setting goals and taking responsibility for these goals implementation and the Utena UAS vision implementation, improvement the training of specialists, more effective empowerment, promotion, mobilization of employees, good / excellent results of each employee, conditions of their achievement, removal of obstacles and organizational - procedural changes.

2.3. To improve the provision of information for employees about the situation, challenges, etc. of Utena UAS;

2.4. To strengthen the teaching staff for the study programs in the field of technology and social sciences in the Faculty of Business and Technologies, where necessary - to accept new ones and for the others - to help to develop the missing competencies.

2.5. To create a dynamic, efficient and advanced evaluation system for teachers and other employees.

2.6. To reorganize the teacher certification system.

2.7. To create a system of practical and scientific internships for teachers.

2.8. To strengthen the teachers' English language competencies.

3. Modernization of study, learning and work environment infrastructure.

The most important works:

3.1. To strengthen and modernize the study base of technological and engineering studies (Electrical Energetics, Automatic Control Systems, Technology of Information Systems, Information Systems Engineering, Environmental Engineering), general practice nurses by acquiring the necessary equipment, practical training of some specialists (Clothing Design and Technology) transferring to companies;

3.2. To create a modern base for studies, e-learning and professional development, ensuring open and high-quality knowledge transfer in distance (via the Internet) in the Utena region.

3.3. To upgrade the infrastructure and technological provision of teachers' workplaces and study environments.

4. Strengthening cooperation with employers in the region by improving the quality of training.

The most important works:

4.1. The system of working with employers needs to be fundamentally reorganized in order to receive regular customer feedback and respond optimally to their needs in an optimal way. The reorganization of the system should be based on two provisions: 1) the axis of the Utena UAS cooperation with employers is the training of a competent / good specialist based on mutual recognition, benefits, sharing of knowledge and experience, and 2) a competent / good specialist is trained under the following conditions: motivated students, competent teachers; appropriate study material base.

4.2. Analysis of employers' needs: discussions with managers of regional companies, development of responsible employees, analysis of information provided by companies on their websites (what goals are pursued, what are their markets, what products are produced, what employees they are looking for, etc.), analysis of other available information.

4.3. To develop cooperation with employers who need technological specialists and social sciences specialists, prepared in the Faculty of Business and Technologies, maximally involving them in the study process, improving the study content, base, practices, inviting to conduct practical classes in their companies, giving separate lectures on especially relevant practical topics.

4.4. To organize professional days with companies (our students), apply the principles of "shadowing" when a student is in the company all day, assigned to an employee and observes their work, etc.

TOWARDS A SECOND OBJECTIVE

5. Increasing the integration of studies, applied research and business.

The most important works:

5.1. To carry out joint science and business and outsourced research projects on topics relevant to regional companies.

5.2. Together with partners, to apply for "Horizon 2020" funding for research projects.

5.3. Together with partners, to prepare applications for Latvian-Lithuanian and Latvian-Lithuanian-Belarusian cross-border cooperation programs in order to improve the attractiveness of college studies in the region, study, applied research and business partnerships.

5.4. To participate in the EU-funded initiatives - the applied research and development services for innovation vouchers program, the EU investment in employee training measure "competence voucher", etc.

5.5. To prepare an application for the establishment of a business competence center or a center adequate for its purpose using the EU structural funds.

5.6. To prepare joint publications of Utena UAS and its partners from the business world and to publish them in peer-reviewed scientific press.

Table 1. Criteria for the achievement of the objectives (results) and their indicators

Evaluation criterion No.	Evaluation criterion	Indicators of criterion achievement						
		2014	2015	2016	2017	2018	2019	2020
1.	First objective:							
1.1.	Percentage of the students attracted from the Utena region from all students enrolled that year.	51,3%	54,2%	40%	45%	50%	55%	55%
1.2.	Number of state-funded study places.	350	202	215	220	220	240	240
1.3.	Number of graduates who obtained a professional qualification in Utena UAS.	550	546	438	566	471	527	500
1.4.	Proportion of graduates (per cent) employed in the region.	49%	36,8%	40%	45%	50%	52%	54%
1.5.	Percentage of graduates working jobs, which require higher education, per cent.	-	50%	50%	55%	60%	65%	70%
1.6.	Percentage of graduates' employability after 6 months after graduation.	65%	63%	65%	65%	65%	65%	65%
1.7.	Percentage of graduates' employability after 12 months after graduation.	70%	68,8%	70%	70%	70%	70%	70%
1.8.	Percentage of graduates' employability after 36 months after graduation.	73%	73%	73%	73%	73%	73%	73%
1.9.	Level of graduates' satisfaction with the acquired education, per cent.	70%	70%	85%	85%	85%	90%	95%
1.10.	Level of satisfaction of employers with trained specialists, per cent.	60%	65%	70%	75%	80%	85%	90%
1.11.	Level of students' satisfaction with the quality of studies, per cent.	70%	70%	75%	75%	80%	85%	90%
1.12.	Percentage of completed study subjects taught in foreign languages.	75%	80%	85%	85%	90%	90%	90%
1.13.	Percentage of students who went abroad to study.	2,5%	3%	3%	5%	7%	9%	11%
1.14.	Percentage of students coming to study from abroad out of the number of Utena UAS students.	3%	3%	5%	7%	9%	11%	13%
1.15.	Percentage of teachers who went abroad to teach.	20%	21%	23%	25%	27%	29%	30%
1.16.	Percentage of teachers who came to teach from abroad out of the number of Utena UAS teachers.	20%	21%	23%	25%	27%	29%	30%

1.17.	The percentage of accredited study programs for 6 years out of all programs evaluated in that year.	50%	50%	50% (2012-2016 m.)	70%	70%	70%	70%
1.18.	The percentage of accredited study programs for 3 years out of all programs evaluated in that year.	50%	50%	50% (2012-2016 m.)	30%	30%	30%	30%
1.19.	Number of study subjects / courses that can be taught remotely and percentage of the total number of study program subjects.	180 (21,7%)	250 (32%)	290 (35%)	320 (38,6%)	352 (42,5%)	387(46,7%)	426 (51,4%)
1.20.	Percentage of applicability of the results of students' final thesis in the activities of regional companies.	80%	81%	82%	83%	84%	85%	86%
1.21.	Number of projects related to the modernization and updating of study content.	1	1	2	2	2	2	2
1.22.	Percentage of lecturers with a doctoral degree out of all Utena UAS lecturers.	10%	11%	14%	15%	16%	17%	17%
1.23.	Percentage of teachers with 3 or more years of practical work experience in the field taught subject out of the total number of teachers	51%	51%	52%	52%	53%	53%	54%
1.24.	Percentage of teachers who improved their English language skills in that year out of all Utena UAS teachers.	2%	4%	10%	10%	10%	10%	10%
1.25	Number of projects related to the modernization of the study and training base (buildings, IT, etc.).	0	0	1	1	1	1	1
2.	Second objective:							
2.1.	Number of applied research projects.	0	1	1	1	1	1	1
2.2.	Number of publications in peer-reviewed scientific journals.	20	25	30	35	40	45	45
2.3.	Scope of outsourced research and other works, Eur.	57 900	11 093	50 000	50 000	50 000	50 000	50 000
2.4.	Number of people who participated in non-formal education events and in-service training courses that year.	1000	1000	1500	1500	1500	1500	1500
2.5.	Number of participants who used the system of recognition of informally acquired competencies to assess their competencies that year	9	0	10	10	10	10	10
2.6.	Number of applications prepared within the framework of the Latvian-Lithuanian cross-border cooperation program.	-	5	2	1	1	-	-
2.7.	Number of applications prepared within the framework of the Lithuanian-Latvian-Belarusian cross-border cooperation program.	-	-	1	1	1	-	-
2.8.	Number of applications prepared for applied research and development services for innovation vouchers within the framework of the program.	-	-	-	1	1	1	1
2.9.	Number of applications prepared under the EU Investment in staff training instrument "Competence Voucher" program.	-	-	-	1	1	1	1

