UTENA UNIVERSITY OF APPLIED SCIENCES' STRATEGY FOR THE DEVELOPMENT OF INTERNATIONALIZATION FOR 2021-2027

1. UTENA UAS VISION, MISSION, VALUES

The mission of **Utena University of Applied sciences** is to prepare specialists with higher college education, meeting the needs of the regional, national and European labour market, and to 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 University of Applied Sciences is to be a nationally and internationally recognized 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 the value of knowledge and learning in society.
- The values of the University are inseparable from the fundamental values of the European Union: freedom, democracy, equality, compliance with principle of rule of law, human rights and dignity.

2. SWOT ANALYSIS OF INTERNATIONAL ACTIVITIES OF THE UNIVERSITY

STRENGTHS (ACHIEVEMENTS, UNIQUENESS, COMPETITIVE ADVANTAGES)	OPPORTUNITIES FOR IMPROVEMENT
1. Priority. Attracting and retaining students • The developed system of studies in the individual order creates conditions for studying with a flexible schedule, combining studies with work and family life. *2. Priority. Study improvement* • University studies apply modular, Problem-Based, Project-Based, Design-Based, simulation learning system elements and methods; The University has good digital learning opportunities; • The Study Quality Management System has been implemented and is operating at the University following ISO 9001:2015 standard, requirements of the European Standards and Guidelines for Higher Education (ESG 2015); the Study Quality Committee coordinates the implementation and supervision of this system. *3. Priority. Development of internationality* • University has an extensive network of foreign partners. The University cooperates with more than 60 foreign higher education institutions from more than 22 foreign countries; • Annual international scientific-practical conferences are organized in the University, and also, they are organized with international partners. The University participates in them too; • Two-sided mobility of teachers and students as the main form of academic exchange with EU and non-EU higher education institutions; • Active participation in international projects; *4. Priority. Improving University's organisational culture* • There are opportunities for students with physical disabilities to study at the Faculty of Medicine; there is an entrance, an elevator installed; *5. Priority. Improving applied scientific consulting and research* • Joint international research and studies with foreign higher education institutions and other institutions; *6. Priority. Development of strategic partnerships* • Participation in the activities of international associations and organizations; strategic partnership projects;	*1. Priority. Attracting and retaining students* • Insufficient number of students studying the whole study program; • Only in 5 study programs, international students are studying: GPN, SW, L, BM, HM; *2. Priority. Study improvement* • Considering the modern challenges of digital and technological challenges, investments in the specialist training infrastructure in the University should be increased; • Insufficient use of opportunities to prepare and accredit joint study programs with foreign partners, insufficient number of joint study programs or modules; • Not all study programs are suitable for international students to study; • Some lecturers are not ready to work with international students; • The quality of training needs to be improved by developing the EU dimension and skills relevant to the global labour market. *3. Priority. Development of internationality* • The opportunities to attract foreign lecturers to read individual courses of various study programs are insufficiently used; • An insufficient and uneven number of incoming foreign lecturers in some fields of study; • Insufficient attention and measures for teachers' foreign language learning, improvement of oral and written communication skills; • There is a lack of human potential for the preparation of international projects; • Undeveloped international student's internships; • Opportunities for cooperation with the Lithuanian diaspora abroad have not been fully used; *4. Priority. Improving University's organisational culture* • Active cultural activities of the University academic community, involving international students and faculty; *5. Priority. Improving applied scientific consulting and research* • The planning of applied scientific and experimental activities and the quality of results must be improved; *6. Priority. Development of strategic partnerships* • Motivate participation in the activities of international associations and organizations to which the University is a member; get involved with new international associations, organizations relevant to all study programs; • Participate in strategic partnership projects in the role of a project partner and take the leading position.

	• To carry out the activities of strategic partnerships also taking into account the Lithuanian regional policy and the Lithuanian higher education policy.
EXTERNAL OPPORTUNITIES **PEST analysis**	**EXTERNAL THREATS - RISKS** **PEST analysis**

EXTERNAL OPPORTUNITIES PEST analysis	**EXTERNAL THREATS - RISKS** PEST analysis
Political-legal factors • Synchronization of the Bologna Process; • Change in higher education policy: Amendments to the Law on Science and Studies of the Republic of Lithuania regarding short-term studies; **Economic factors** • To increase the reputation and attractiveness of the University in the international space by actively participating in the activities of international associations, organizations, international projects; • Encourage partnerships between different sectors and organizations in project activities; • Implement University's projects and participate in social partner projects relevant to the development of college competence, funded through various national and EU programs; • Develop lifelong learning activities: qualification improvement, general skills education, and educational initiatives.; • Use EU funds for the development of internationality, improvement of study programs and increase of human resources competencies; • Attract students from foreign countries; **Sociocultural factors** • To carry out active educational activities in the region on the issues of tolerance of foreigners; • To expand relations with foreign partners in Western Europe, Scandinavia, and Eastern partnership countries; **Technological factors** • Opportunity to implement new educational, IT, and other technologies in the study process; to develop new study programs; renew implemented.; • The scientific potential of Utena University of Applied Sciences creates opportunities for the development and implementation of innovative ideas in the region; • The e-learning environments used in the University can be better applied for international students to study remotely; **Factors affecting the region** • to contribute to the development of the region, visibility at the national and international level, increase competitiveness by applying the academic, practical knowledge and skills of the community.	**Political-legal factors** • Legal barriers preventing people from abroad to come to Lithuania to study; Migration policy is not always focused on the implementation of Lithuanian higher education goals; • Higher education policy changes: with the right of universities to carry out 3-year study programs, international students are more likely to choose universities; • The different approach of professional bachelor's degree in different foreign countries; • International students from third-world countries are not adequately prepared for studies; • Few EU citizens choose to study in Lithuania; **Economic factors** • In Lithuania, infrastructure and services for international students are insufficiently adapted; • Insufficient financial support for international students; no national scholarship system has been established for international students; • Opportunities for international students to find a part-time job in the region are challenging; • Salaries and its taxation of foreign visiting lecturers are not appealing to come to work in Lithuanian higher education institutions; • The indicator of international migration in the region, as in the whole of Lithuania, is negative; **Sociocultural factors** • Societal prejudices and discrimination against international students; • Utena is a medium-sized city with insufficient opportunities for active sociocultural life for international students; • Increase in the number of non-traditional students with fewer opportunities (working, having children, having special needs, and others); **Technological factors** • Transfer of international activities to the virtual space; • Rapid technological change and slow mastering of it; • Changes in means of communication; • New production technologies; • Too little state budget and EU funds are assigned to renew the study infrastructure required to work with international students.

3. THE STRATEGIC GOALS OF THE UNIVERSITY

1. To train highly qualified specialists motivated to constantly improve and work in the conditions of global digital, and innovation growth.
2. To develop applied scientific activities, research and informal education services relevant to the region and the country.

4. THE UNIVERSITY'S STRATEGIC PRIORITIES AND LINKS WITH EUROPEAN HIGHER EDUCATION AND NATIONAL PRIORITIES

The activities of the University in 2021-2027 will be strengthened in the following areas:

University's strategic priorities	European Higher Education Area's quality's assurance provisions and guidelines (ESG) 2015	National progress plan until 2030	Sustainable development goals until 2030
1. Attracting and keeping students	1.1. Quality assurance policy 1.4. Admission of students, study process, recognition, and issuance of diplomas 1.7. Information management 1.8. Public information	**1 strategic goal** – to move to the sustainable development of the economy based on scientific knowledge, advanced technologies, and innovations; and increase the country's international competitiveness **2 strategic goal** – to increase the social well-being, strengthen the health of the population, and improve the demographic situation in Lithuania **3 strategic goal** – to increase the inclusion and effectiveness of education to meet the needs of the individual and society **4 strategic goal – to strengthen national and civil identity**, increase cultural penetration and creativity of society **6 strategic goal** – to ensure good environmental quality and sustainability of the use of natural resources; protect biodiversity, mitigate Lithuania's impact on climate change and increase resilience to its effects **9 strategic goal** – to strengthen Lithuania's influence in the world and relations with the diaspora **10 strategic goal** – to strengthen national	
2. Study improvement	1.1. Quality assurance policy 1.2. Development and approval of study programs 1.3. Student-centred learning, teaching and evaluating 1.5. Lecturers 1.6. Student resources and student support 1.7. Information management 1.8. Public information 1.9. Continuous monitoring of study programs and periodic evaluation		
3. Internationality development	1.1. Quality assurance policy 1.1. Lecturers 1.2. Student resources and student support 1.2. Development and approval of study programs 1.7. Information management 1.8. Public information		
4. Improving the University's organizational culture	1.1. Quality assurance policy 1.1. Lecturers 1.2. Student resources and student support 1.8. Public information		
5. Improving applied scientific consulting and research	1.1. Quality assurance policy 1.1. Lecturers 1.2. Student resources and student support 1.8. Public information		

6. Strategic partnerships development	1.1. Quality assurance policy 1.2. Development and approval of study programs 1.1. Lecturers 1.2.Student resources and student support 1.8. Public information	security	

THE THIRD STRATEGIC PRIORITY OF UTENA UAS - DEVELOPMENT OF INTERNATIONALIZATION - GOAL OF IMPLEMENTATION - to develop internationalization by modernizing studies, applied research, management in pursuit of the goals of Lithuanian and European higher education and in compliance with the main principles of the European Charter for Higher Education.

5. GOALS FOR INTERNATIONALIZATION DEVELOPMENT FOR 2021-2027:

1. to modernize study programs, the process of their implementation by introducing innovations and digital technologies;
2. to increase two-sided mobility of students and staff, with a special focus on people with fewer opportunities, employment of graduates;
3. to strengthen multilingualism and intercultural competences;
4. to develop international partnerships, increasing University's recognition and reputation in the international setting, diversifying the forms and activities of international cooperation;
5. to develop lifelong learning by providing opportunities for professional development in foreign higher education institutions or companies;
6. to develop applied science activities and research;
7. to motivate active citizenship and shared values by strengthening the sense of European identity and culture in academia.

6. GOALS FOR THE IMPLEMENTATION OF UTENA UAS STRATEGIC OBJECTIVES AND MEASURES FOR THE PRIORITY OF INTERNATIONALIZATION DEVELOPMENT 2021-2027

The first strategic goal of the University's activities. To train highly qualified specialists motivated to constantly improve and work in the conditions of global digital and innovational growth.	
Goals of internationalization development	**Expected measures**
1 measure. To modernize study programs, their implementation process by introducing innovations and digital technologies	1.1. 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 MF - SW (UK –MRU- HEI from Latvia) programs, and BTF– HM programs; 1.2. to modernize study programs, including digitization, to adapt them to study by foreigners; 1.3. to increase the coverage of study programs with distance learning courses in foreign languages, adapted for independent distance studies in University's VLE Moodle; 1.4. to systematically review the crediting procedures of study results, including the Study Quality Management System and the Quality Manager in the crediting procedures.
2 measure. To increase two-sided mobility of students and staff, with a special focus on people with fewer opportunities, employment of graduates	2.1. Attract international students to study in University's study programs: 2.1.1. to participate in international exhibitions and fairs by priority countries: Latvia, Ukraine, Belarus, and other.; 2.1.2. to update and add information about opportunities to study at the University in social networks, University's and other websites www.studyin.lt, https://studyin.lt/institutions/utenacollege; 2.1.3. to organize international Erasmus weeks; 2.1.4. to participate in international weeks of partner foreign higher education institutions; 2.1.5. to sign cooperation agreements with institutions engaged in attracting international students from foreign countries (from Latvia, Ukraine, Belarus, and other); 2.2. to increase two-sided mobility: 2.2.1. To introduce mobility window[1] system; to create cooperation agreements with foreign higher education institutions regarding the continuity of studies in the University; 2.2.2. to invite lecturers and researchers from foreign countries using the funding measures for visits from EESF;

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[1] Mobility window is a period expected in the study plan, which can be used for international academic exchange for students in the II - III study years.

	2.2.3. to invite lecturers of foreign higher education institutions, experienced practitioners of foreign companies using the Erasmus + program and other academic exchange project programs (project funding programs); 2.2.4. University's lecturers, other employees and students to participate in professional experience internships in foreign companies and visits of teaching in higher education institutions; 2.2.5. to apply a variety of incoming and outgoing students' mobility: mixed mobility, virtual mobility; 2.2.6. To provide support and information to students about the possibility of international mobility; to organize informational seminars, consultations, Erasmus Week, study program mobility windows, an interactive information tool which is dissemination of experience of Erasmus + participants.
3 measure. To strengthen multilingualism and intercultural competence	3.1. provide promotion measures to improve the level of foreign language of teachers; 3.2. purposefully use of Erasmus + funds for the professional development of teachers in accordance with the priorities and action plans provided by the faculties; 3.3. to organize trainings, using Erasmus+ program opportunities for the improvement of teachers' foreign languages and intercultural competence; 3.4. improve students' foreign language and intercultural competences through Freely chosen Subjects, camps, projects; 3.5. to increase the funds of literature and electronic sources in English and Russian in the University's Library; 3.6. to inform students and lecturers about relevant, open academic resources in foreign languages.
4 measure. To develop international partnerships, increasing University's recognition and reputation in the international setting, diversifying the forms and activities of international cooperation	4.1. To increase the University's recognition in the international setting: 4.1.1. highlight strategic international partners (including employers) for each group of study programs; 4.1.2. carry out cooperation agreements with foreign partners, analysis of higher education institutions choosing perspective directions of cooperation, cooperation regions and specific institutions at University's and faculty's levels; 4.1.3. 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; 4.1.4. to develop an international partnership network for health and social sciences study programs, developing relations with the countries of Western Europe, Scandinavia and the Eastern Neighbourhood; 4.1.5. to develop a network of international partnerships for engineering and technological study programs, developing relations with Western European countries; 4.1.6. to expand the diversity of forms and directions of cooperation in these key areas: modernization of studies and updating of methods using digital technologies; environmentally friendly initiatives; promoting citizenship by fostering a sense of European identity and culture; 4.1.7. to set the relevant directions of membership in international organizations according to the need to ensure the quality of specialists trained and the modernization of studies: at the University's level - EURASHE, UASNET; at the faculty's level: VTF - EURHODIP, MF- ENPHE, EASSW; 4.1.8. to identify areas where new membership is needed, where to withdraw, where to strengthen; 4.1.9. to actively develop membership in international associations in order to improve the content, methods and quality of studies; 4.1.10. to improve the quality of the University's membership in the activities of international associations, to participate in the meetings of the members of the associations deciding on the popularization of study programs, training of specialists, employment, other issues; 4.1.11. to cooperate with associations, distributors / developers of equipment necessary for training specialists by initiating introductory seminars of the latest equipment or technologies, other events; 4.1.12. participate and organize international student competitions; 4.1.13. implement and apply digital Erasmus student platform.
The second strategic goal of the University's activities. **To develop applied scientific activities, research and non-formal education services relevant to the region and the country**	

5 measure. To develop lifelong learning by providing opportunities for professional development in foreign higher education institutions or companies	5.1. to prepare applications for the EU, other international and national funds, programs, ministries of the Republic of Lithuania, regional municipalities, other competitions and to implement projects relevant to the region and college studies, applied research activities, professional development of teachers, entrepreneurship education, other areas for improvement; 5.2. to implement Erasmus + program KA2 Strategic partnership projects in the field of education and training: Nord Plus, Erasmus +; 5.3. to analyse and compare the quality of studies and practice in the University and other countries and to take measures for the implementation of good practice in the University study process.
6 measure. To develop applied science activities and research	6.1. To prepare and publish joint collective scientific monographs, studies, synthetic and other scientific works with partners according to the directions of applied scientific activities of the departments and the scientists working in them; 6.2. To prepare joint with the partners from the world of science popularization of science / professional publications to the public in order to popularize the science, studies, professional perspectives developed in the college; 6.3. to participate in national and international research programs; 6.4. to develop joint research project activities with international project partners; 6.5. to carry out applied scientific research relevant to the region and the activities of the College to international partners in accordance with the directions of applied research activities of the departments and orders of companies, organizations and associated structures; 6.6. to organize international conferences for young researchers and students like "Country where is good to live" and other; 6.7. to organize international scientific-practical conferences, traditional „ Aspects of Sustainable Development: Theory and Practice ", and conferences in which the University participates as a partner together with SSAU, JK, RIAT; to strengthen the level of scientific of organized international conferences;
7 measure. To motivate active citizenship and shared values by strengthening the sense of European identity and culture in academia.	7.1. to provide academic and social support to arriving students: 7.1.1. to implement the Mentoring System; 7.1.2. to organize an integration week; 7.1.3. To publish on the University website relevant publication ECTS catalogue, documents regulating studies in English and Russian; 7.1.4. to provide suggestions for relevant leisure activities for foreign students; 7.1.5. to provide psychological counselling to outgoing and incoming University's foreign students; 7.2.to involve foreign students in the organization of the University's academic community events and assign them possible important roles; 7.3.to encourage the Student Union to organize at least one event for foreign students and national students per year on topics relevant to students.

7. **CRITERIA FOR ASSESSING THE ACHIEVEMENT OF THE UNIVERSITY'S STRATEGIC OBJECTIVES AND THEIR RELEVANCE TO THE PRIORITY OF DEVELOPING INTERNATIONALIZATION 2021- 2027 M.**

Evaluation criteria No.	Title of evaluation criterion	Indicators of achievement of criteria						
		2021	2022	2023	2024	2025	2026	2027
COMMON INDICATORS: NUMBER OF STUDENTS AND ADMITTED STUDENTS								
0.1.	Total number of students (October 1 data):	1450	1450	1450	1430	1420	1410	1400
0.2.	Number of national students admitted	410	410	405	400	400	400	400
The first strategic goal. To train highly qualified specialists motivated to constantly improve and work in the conditions of global digital and innovational growth.								
1 measure. To modernize study programs, their implementation process by introducing innovations and digital technologies								
1.1.	Number of study programs taught in a foreign language in which foreign students study in that year	5	9	9	10	10	11	11
1.2.	Number of joint study programs with strong higher education institutions in Lithuania and / or abroad; higher education institutions in Lithuania and / or abroad		1			1		
1.3.	Number of study programs with mobility windows installed	1	1	1	1	1	1	1
1.4.	Share of subjects offered to foreign students to study distance learning courses in foreign languages VMA Moodle of the University (per cent) of all subjects offered to foreigners	50%	50%	60%	70%	80%	90%	100%
2 measure. To increase two-sided mobility of students and staff, with a special focus on people with fewer opportunities, employment of graduates								
2.1.	Number of international students admitted (total)	30	30	35	40	45	50	55
2.2.	Study in part-time studies / do internships	40	40	45	45	50	50	55
2.3.	Number of foreign students of all courses studying the entire study program	40	40	40	40	40	40	40
2.4.	Number (per cent) of teachers who went to teach and do internships at foreign higher education institutions out of the number of college teachers	25%	25%	27%	28%	29%	30 %	31%
2.5.	Number of teachers who came to teach and do internships from foreign higher education institutions (per cent) of the number of college teachers	25%	26%	27%	28%	29%	30 %	31%

2.6.	Number of lecturers from abroad to give lectures (arrived from non-Erasmus programs)	1	1	2	2	3	3	4
2.7.	Number of students who went to study at foreign higher education institutions or do internships (per cent) of the number of college students	2,8%	2,9%	3%	3,1%	3,2%	3,3%	3,3%
2.8.	Number of students who came to study from foreign higher education institutions or do internships (per cent) of the number of college students	4%	4%	4,1%	4,2%	4,3%	4,4%	4,5%
3 measure. To strengthen multilingualism and intercultural competence								
3.1.	Number of intercultural communication modules prepared and taught to students	2	2	2	2	3	3	3
3.2.	Number of intercultural communication trainings organized for teachers and other staff	2	2	2	2	3	3	3
3.3.	Updated Library funds in foreign language for (thousand Eur)	4	4	4	4	5	5	5
4 measure. To develop international partnerships, increasing University's recognition and reputation in the international setting, diversifying the forms and activities of international cooperation;								
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 contracts	65 + 5 new contracts	70 + 5 new contracts	75 + 5 new contracts	80 + 5 new contracts	85 + 5 new contracts	90 + 5 new contracts
4.2.	Number of cooperation agreements with international partners, foreign employers, associated employers, business, and other structures; number of new agreements concluded in that year	20 + 5 new contracts	25 + 5 new contracts	30 + 5 new contracts	35	35	40	40
4.3.	Number of signed cooperation agreements with higher education institutions, employers, business structures in strategic cooperation regions (Scandinavia, Russian Federation, EU regions, Eastern Partnership countries);	+3	+3	+3	+3	+3	+3	+3
4.4.	Number of memberships in international associations and activities of organizations (units)	5	5	6	6	7	7	7

The second strategic goal of the University's activities. To develop applied scientific activities, research and non-formal education services relevant to the region and the country								
5 measure. To develop lifelong learning by providing opportunities for professional development in foreign higher education institutions or companies								
5.1.	Number of project applications prepared under Erasmus KA103, Erasmus KA107	2	2	2	2	2	2	2
5.2.	Number of project applications prepared under the Erasmus KA2 Strategic Partnership program	2	3	3	3	3	3	3
5.3.	Number of project applications prepared under the NORDPLUS program	3	4	4	4	4	4	4
6 measure. To develop applied science activities and research								
6.1.	Number of joint scientific publications with foreign partners	5	5	5	5	5	5	5
6.2.	Number of joint science promotion publications with foreign partners	3	3	3	3	3	3	3
6.3.	Number of joint researches with international partners of Latvia, Finland, Ukraine	3	3	4	4	5	5	5
6.4.	Number of international scientific-practical conferences	5	5	5	5	5	5	5
6.5.	Number of presentations introduced at international conferences	5	5	7	7	9	9	9
7 measure. To motivate active citizenship and shared values by strengthening the sense of European identity and culture in academia.								
7.1.	Number of city events organized by the University's academic community, which included Erasmus students and lecturers	5	5	5	5	5	5	5
7.2.	Number of organized events for foreign students and national students on topics relevant to students	1	1	1	1	1	1	1

COMMUNICATION AND DISSEMINATION OF THE PRIORITY FOR THE DEVELOPMENT OF INTERNATIONALIZATION Criteria and indicators of achievement							
Modernized University's website	1						
Participation in international weeks of partner foreign higher education institutions	5	5	7	7	8	8	8
Academic student support measure: individual or group counselling on academic mobility	20	20	20	20	20	20	20
Academic student support measure "Introduction to studies" for foreign students	2	2	2	2	2	2	2
Academic student support measure: introductory study week for international students	2	2	2	2	2	2	2
Interactive information measure: dissemination of experience of Erasmus + participants (Erasmus Day, meetings with students and alumni)	3	4	4	5	5	5	5
The ECTS catalogue published on the University's website	1	1	1	1	1	1	1
Articles in the press	5	5	5	5	5	5	5
Newsletters of international activities	2	3	3	3	3	3	3
Representative measures	2	2	2	2	2	2	2

8. IMPLEMENTATION, MONITORING AND EVALUATION OF THE INTERNATIONALIZATION STRATEGY, ACCOUNTABILITY

Responsible for the implementation of the Internationalization Development Strategy: the strategy is implemented by the International Relations, Studies, Career and Communication and Project Management Departments, the Faculties of Medicine and Business and Technology, and other units of the Utena UAS. These divisions plan their activities on an annual basis and include the measures set out in this strategy in their annual activity programmes. The annual activity reports shall include the results of the implemented activities and the achievement of the indicators. The results of the implementation of the Strategy for the Development of Internationalization shall be included in the Utena UAS' Annual Activity Report. The Internationalization Development Strategy shall be reviewed at least once a year and adjusted as necessary. New revisions shall be formalised by an order of the Rector of the Utena UAS The Deputy Director for Studies and Research is directly responsible for monitoring the implementation of the Internationalization Development Strategy.

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