



STRATEGIC ACTIVITY PLAN OF UTENA UNIVERSITY OF APPLIED SCIENCES FOR 2022-2024

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

The mission of Utena University of Applied Sciences (hereafter- Utena UAS) is to train professionals with higher college education, through applied research, lifelong learning and value creation for the region and the country.

The vision of Utena UAS is to be an innovative, nationally, and internationally recognised higher education institution that meets the expectations of society, based on high quality, responsible social partnership, the development of a sustainable environment for the region and the country, and the promotion of democratic values and tolerance.

The values of Utena UAS are quality, academic freedom, unity of study and research, internationality, creativity, cooperation, innovation, democracy, tolerance, and social responsibility.

2. SWOT OF INSTITUTION ACTIVITIES:

STRENGTHS

1. Management:

- The College carries out systematic strategic planning, setting priorities in the areas of studies, research, and impact on the development of the region and the country.
- Regular monitoring of the implementation of the Strategic Activity Plan is carried out and the results are used to improve the College's performance management.
- The College has a clear structure of governance, decision-making and responsibilities, and social stakeholders are actively involved in the management of the College.
- Information on the College's activities and results is made public.
- Clear and transparent principles and procedures for the formation, management, and evaluation of academic and non-academic staff.
- The College has enough suitably qualified academic and non-academic staff, who are provided with opportunities for periodic professional development.

- Financial and material resources are managed efficiently, considering the ongoing study and research activities, and the consistent development of study infrastructure.

2. Quality assurance:

- The College has and implements an approved, regularly updated and publicly available Quality Policy, a Study Quality Management System, and governing documents that are in line with ESG.
- The College provides effective support for students and academic and non-academic staff.
- The College has established and applies policies and procedures on academic integrity, tolerance, and non-discrimination, appeals and ethics.
- The results of the external evaluation are used to improve the College's performance.

3. Study and research activities:

- The study and research activities and their results are in line with the College's mission and strategic goals: unique study programmes, well-developed distance studies, digital learning opportunities, tools for individualisation of studies to meet the needs of different students, and the elements of modular, problem-based, project-based, creativity-based, and simulation-based learning.
- The College actively develops internationalisation through the study of international students, participation in scientific, projects and associations' activities; integrates aspects of internationalisation into the content of study and research activities; and uses the results of international cooperation for the improvement of study and research applications.
- Students and teachers are encouraged and involved in applied research and international mobility activities.

4. Regional and national impact:

- The College plans and actively implements effective regional and national impact measures in the areas of science promotion, youth entrepreneurship and creativity, cultural life, socially vulnerable groups, volunteering, conservation of natural resources, etc., involving academic, social, and business partners.
- The College's social and business partners actively contribute to management, studies, internships, research and development and lifelong learning.
- The College provides the right conditions for lifelong learning, ensures a variety of learning forms to meet the needs of learners, and promotes learning and skills development for individuals and employees of companies in the region.
- The College has a reputation for quality lifelong learning among its customers.

AREAS FOR IMPROVEMENT

1. Management:

- The College's electronic document management system should be implemented.
- The range of foreign language learning tools for teachers and other staff should be increased.
- Declining student numbers are leading to a reduction in the workload of full-time teachers (more than half-time or full-time workload);
- Teachers' competence in research should be developed.

2. Quality assurance:

- Documentation of certain processes in the Study Quality Management System should be improved.
- The documents regulating the College's academic ethics should be updated, considering the recommendations of the Lithuanian Science Council and the Ombudsman for Academic Ethics and Procedures of the Republic of Lithuania for higher education institutions.

3. Study and research activities:

- The forms and methods of attracting students of different ages, learning experiences and special needs from the region, Lithuania and abroad should be improved.
- The number of study programmes taught to international students is to be expanded.
- The use of established international partnerships for the initiation of international projects and the preparation of applications to Erasmus+, NordPlus and other international programmes should be improved.
- The opportunities for cooperation with the Lithuanian diaspora abroad to attract new students, initiate study and research activities, and initiate lifelong learning projects are not sufficiently exploited.
- The number of scientific publications in high-ranking scientific journals and other scientific publications should be increased.
- Tailored research and scientific applications for financial reward should be expanded.

4. Regional and national impact:

- Monitoring of demand for lifelong learning tools for skills development needs to be improved.
- The forms and means of feedback from employers should be improved.

EXTERNAL OPPORTUNITIES:

1. Management:

To improve the management of the College, taking into account the changes in the external environment, the legal framework, the needs of the College community and the expectations of social partners.

2. Quality assurance:

- To improve the quality assurance of studies following the documents of the European Higher Education Area and Lithuanian higher education, applying the experience of social partners and project activities.
- Improve quality assurance in distance learning.

3. Study and research activities:

- Develop new study programmes in the fields of study relevant to the regional and national labour market and develop short-cycle studies.
- Introduce new educational, information and other technologies, teaching methods and innovations in study content.
- Increase the use of distance learning and digital learning opportunities for international students.
- Use the opportunities of the EU funds, Lithuanian programmes for project financing, and the College's relations with partners, to develop projects aimed at accelerating the improvement of research and development, lifelong learning activities, and increasing the competence of the College's human resources.
- Attract students from the region, Lithuania and abroad.
- Develop scientific applications, research and other R&ED activities.

4. Regional and national impact:

- Contribute to the region's development, visibility, investment potential and competitiveness by applying the knowledge and skills of academia.
- Develop and activate the Alumni Club.

- Together with academic, social, business and local government partners participate in addressing topical issues in education, training of professionals at regional and national levels, and promoting lifelong learning.
- Increase the availability and use of distance learning tools for lifelong learning.

EXTERNAL THREATS:

1. Management:

The lack of long-term strategic perspectives for higher education, as well as changes in higher education legislation and other legal acts, make it difficult to plan the College's activities prospectively.

2. Quality assurance:

Working and studying remotely because of the COVID-19 pandemic complicates quality assurance and poses new challenges.

3. Study and research activities:

- Decrease in the number of students due to the region's and country's youth and overall population decline.
- Some of the region's entrants are insufficiently prepared (low scores in Maths, Physics, and IT national exams) and motivated to study technology and engineering.
- High competition among higher education institutions for entrants, and strong orientation of the region's entrants towards big cities.
- Increase in the number of non-traditional students with fewer opportunities (working, with young children, special needs, etc.).
- The low attraction of foreign investment to the Utena region reduces the attractiveness of technology and engineering studies.
- Reduction in international mobility due to the possible negative effects of the COVID-19 pandemic.
- Limited cultural and employment opportunities in the region for foreign students, make it difficult to attract foreign students.

4. Regional and national impact:

- Declining population in the region.
- Limited financial capacity of regional and national budget institutions and small and medium-sized enterprises to provide their staff with the professional development training they need.
- The market is characterised by a large supply of non-formal training services and competition between training providers, as these services are provided by skills development centres, IT companies and other educational institutions.
- The potential negative consequences of the COVID-19 pandemic for small and medium-sized businesses and the tourism and hospitality sector (job losses, company bankruptcies) could lead to a reduction in the number of internship placements available to students, in the employability of graduates, and the choice of enrolments in some study programmes.

3. STRATEGICAL GOALS

- 1. To train highly qualified professionals who are motivated to continuously develop their skills and work in the context of global digitalisation and innovation growth.**
- 2. Develop applied science, research and lifelong learning services relevant to the region and the country.**

4. PROGRAMMES TO ACHIEVE STRATEGIC GOALS

The strategic goals for 2022-2024 are to be implemented through the following programmes:
The first strategic goals - Development of Studies and Science (State Budget funds), and European Union funds.

The second strategic goal, is the College's funds, European Union funds.

Table 1. Distribution of assignments by programme for the period 2022-2024 (thousand, EUR)

Title of the programme	Assignations for 2022				Assignations for 2023				Assignations for 2024			
	Total	Of them			Total	Of them			Total	Of them		
		Expenditure		For the purchase of property		Expenditure		For the purchase of property		Expenditure		For the purchase of property
		Total	Of which for salaries			Total	Of which for salaries			Total	Of which for salaries	
Development of Study and Research	112,6	112,6	63,1		111,8	111,8	64,4		107,5	107,5	62,9	
College's funds	209,2	184,2	117,2	25	207,6	182,6	113,9	25	199,6	174,6	116,7	25
EU funds	518,1	349,1	6	169	29,5	29,5	6		30,5	30,5	6	
Total assignments for programmes	839,9	649,9	186,3	194	348,9	323,9	184,3	25	337,6	312,6	185,6	25

5. STRATEGIC PRIORITIES

Activities of Utena University of Applied Sciences will be strengthened in the following areas in 2022-2024:

1. Attraction and retention of new students
2. Improvement of study quality
3. Development of internationality
4. Improvement of organisational culture
5. Improvement of applied scientific consultations and research
6. Development of cooperation

6. MEASURES FOR THE IMPLEMENTATION OF THE STRATEGIC GOALS FOR 2022-2024, STATE BUDGET ASSIGNATIONS AND OTHER SOURCES OF FUNDING

6.1 PRIORITIES, MEASURES AND ASSIGNATIONS FOR 2022-2024 FOR THE FIRST STRATEGIC GOAL - TO TRAIN HIGHLY QUALIFIED PROFESSIONALS WHO ARE MOTIVATED TO CONTINUOUSLY DEVELOP THEIR SKILLS AND WORK IN THE CONTEXT OF GLOBAL DIGITALISATION AND INNOVATION GROWTH (EUR, THOUSAND)

N° of priority	Priority, measures' group, measure	Assignations for 2022				Assignations for 2023				Assignations for 2024			
		Total	Of these			Total	Of these			Total	Of these		
			For expenditures		For the purchase of property		For expenditure		For the purchase of property		For expenditure		For the purchase of property
			Total	Of which for salaries			Total	Of which for salaries			From all	Of which for salaries	
1.	Priority: attraction and retention of new students.												
	Priority assignments and expenditures	78,5	78,5	34			79,5	79,5	34	67,5	67,5	34	
1.1.	Measures' group. Attraction of national students.												

1.1.1.	Measure. Develop a national and international student attraction programme (2022, 2023, 2024) targeting applicants of different ages, learning experiences and special needs;	0,8	0,8	0,8		0,8	0,8	0,8		0,8	0,8	0,8	
1.1.2.	Measure. Design a new website for the College;	8	8			8	8						
1.1.3.	Measure. Create a coherent college identity for the college website, publications, merchandise, etc.;	10,4	10,4	4,4		10,4	10,4	4,4		4,4	4,4	4,4	
1.1.4.	Measure. Maintain College's accounts on Facebook, Instagram, and LinkedIn social networks; administer specific study programmes/departments' social network Facebook accounts to present and promote the activities, to bring alumni together;	0,6	0,6	0,6		0,6	0,6	0,6		0,6	0,6	0,6	
1.1.5.	Measure. Participate in national and regional study exhibitions, fairs – “Studijos”, “Studfestas”, study and career fairs in the region's general education schools and vocational training centres;	7,7	7,7	1,7		7,7	7,7	1,7		8,7	8,7	1,7	
1.1.6.	Measure. Strengthen cooperation links with employers and training institutions by presenting study programmes and career opportunities at joint events: career fairs, meetings, etc.;	1,7	1,7	1,7		1,7	1,7	1,7		1,7	1,7	1,7	
1.1.7.	Measure. In cooperation with business enterprises, to encourage applicants to choose study	1,7	1,7	1,7		1,7	1,7	1,7		1,7	1,7	1,7	

	programmes at the College that are relevant for business (company-incentivised scholarships, prizes, internship placements and promising workplaces);												
1.1.8.	Measure. Organise competitions, events, and exhibitions to promote the study programmes for students and pupils;	1,5	1,5			1,5	1,5			2	2		
1.1.9.	Measure. To carry out the activities of the Science Club: to give lectures in schools and the College to promote different fields of science, and to organise practical activities. Guide students preparing for matriculation examinations, etc.;	2	2	2		2	2	2		2	2	2	
1.1.10.	Measure. Support students' initiatives in the region - Juventus Basketball League, Profession Week, etc;	1	1			1	1			1	1		
1.1.11.	Measure. Produce advertising-for-order articles and traditional image advertising in the regional and national press and on the Internet (magazines "Reitingai", "Kur Stoti", "Utenos Diena", "Utenos Apskrities Žinios", "Utenis", etc.);	2	2			2	2			2	2		
1.1.12.	Measure. Produce press releases, and relevant information for the public on science and studies issues for the College's website news;	5,4	5,4	5,4		5,4	5,4	5,4		5,4	5,4	5,4	
1.1.13.	Measure. Initiate and develop new promotional and	3	3			3	3			3	3		

	information tools;												
1.1.14.	Measure. Participate in radio broadcasts to present study programmes, and College activities and publicize them;	1,5	1,5			1,5	1,5			2	2		
1.1.15.	Measure. Publicize the employment results of the College graduates and publish their success stories;	1,3	1,3	1,3		1,3	1,3	1,3		1,3	1,3	1,3	
1.1.16.	Measure. Involve students from mainstream schools in the region in student leisure, project, and volunteering activities.	2	2			2	2			2	2		
1.2.	Measures' group. Attraction international students												
1.2.1.	Measure. Participate in international exhibitions and fairs in priority countries - Latvia, Ukraine, Estonia;	1	1			2	2			1	1		
1.2.2.	Measure. Update information in English/Russian about study opportunities at the College on social networks, College and other websites www.studyin.lt , https://studyin.lt/institutions/utenacollege ;	2,2	2,2	2,2		2,2	2,2	2,2		2,2	2,2	2,2	
1.2.3.	Measure. Expand opportunities for cooperation with the Lithuanian diaspora abroad to attract new students;	0,6	0,6	0,6		0,6	0,6	0,6		0,6	0,6	0,6	
1.2.4.	Measure. Organise international Erasmus + weeks;	3	3			3	3			4	4		
1.2.5.	Measure.	9,5	9,5			9,5	9,5			9,5	9,5		

	Participate in international weeks of partner higher education institutions abroad;												
1.2.6.	Measure. Establish a system for the assessment and recognition of qualifications acquired abroad;	2,1	2,1	2,1		2,1	2,1	2,1		2,1	2,1	2,1	
1.2.7.	Measure. Sign cooperation agreements with foreign higher education institutions for the continuation of studies at the College;	0,3	0,3	0,3		0,3	0,3	0,3		0,3	0,3	0,3	
1.3.	Measures' group. Student retention - improving accessibility, flexibility of studies												
1.3.1.	Measure. Monitor the situation and needs of students who are not attending lectures and practical classes, who are not studying, who are experiencing financial difficulties, and to apply academic and other support measures, to advise on the issues of SSF loans and other issues;	5	5	5		5	5	5		5	5	5	
1.3.2.	Measure. Update procedures and develop the formalisation and recording of non-formally acquired knowledge and skills in all study programmes of the College;	0,4	0,4	0,4		0,4	0,4	0,4		0,4	0,4	0,4	
1.3.3.	Measure. Develop and apply rules on individual study arrangements to increase the inclusion of disadvantaged students.	3,8	3,8	3,8		3,8	3,8	3,8		3,8	3,8	3,8	
2.	Priority. Improvement in the study quality												
	Priority assignments and expenditure	638,4	444,4	72,8	194	143,8	118,8	68,8	25	143,1	118,1	68,1	25

2.1.	Measures' group. Update of study programmes												
2.1.1.	Measure. Apply new technologies and interactive/engaging methods in the study process;	1,1	1,1	1,1		1,1	1,1	1,1		1,1	1,1	1,1	
2.1.2.	Measure. Update the College's legislation on the assessment of learning outcomes;	3,8	3,8	3,8		3,8	3,8	3,8		3,8	3,8	3,8	
2.1.3.	Measure. Implement “the mobility window system” in the study programmes of Environmental Engineering, Business, Polymers and Textiles, Tourism and Recreation, Informatics Engineering, Electronics at the Faculty of Business and Technologies;	1,1	1,1	1,1		1,1	1,1	1,1		1,1	1,1	1,1	
2.1.4.	Measure. Expand the number of study programmes taught to international students.	1,1	1,1	1,1		1,1	1,1	1,1		1,1	1,1	1,1	
2.2.	Measures' group. Development of new study programmes												
2.2.1.	Measure. Analyse the need and prepare for the implementation of short cycle studies focusing on the needs of the region in the fields of Electronics Engineering, Informatics Engineering;	1,1	1,1	1,1		1,1	1,1	1,1		1,1	1,1	1,1	
2.2.2.	Measure. Prepare and submit for accreditation joint study programmes with strong higher education institutions in Lithuania and/or abroad: at least one programme in the group of technology study fields in 2024 in the fields of Food Technology, Polymers and Textile Technology;	3,1	3,1	31		3,1	3,1	3,1		3,1	3,1	3,1	

2.3.	Measures' group. Assurance of study quality												
2.3.1.	Measure. Regular evaluations of study programmes by the Study Program Committee (hereafter – SPC) (once a year) are carried out and documented, and the results of the quality of the implementation of the study programme are discussed every semester. SPC should prepare a progress report on the quality assurance of the study programme (once a year);	5	5	5		5	5	5		5	5	5	
2.3.2.	Measure. Update the curricula of externally assessed study fields, in line with the recommendations of the experts and the measures foreseen in the progress programmes;	3,7	3,7	3,7		3,7	3,7	3,7		3,7	3,7	3,7	
2.3.3.	Measure. Make the necessary changes to the Study Quality Management System and its Manual (1 per year);	6	6	6		6	6	6		6	6	6	
2.3.4.	Measure. Regular evaluation of the results of the implementation of the Study Quality Assurance System;	0,7	0,7	0,7		0,7	0,7	0,7		0,7	0,7	0,7	
2.3.5.	Measure. Systematically document the results of the assessment of the College's employees' achievements, development results and needs (results of annual interviews with employees);	1,1	1,1	1,1		1,1	1,1	1,1		1,1	1,1	1,1	
2.3.6.	Measure. Conduct regular surveys of the College's clients, staff, and social partners: student and graduate satisfaction with the study quality; employer satisfaction with the quality of trained specialists; surveys of research, lifelong learning service	3	3	3		3	3	3		3	3	3	

	providers; employee satisfaction surveys, annual interviews and, considering the results, improving the study quality;												
2.3.7.	Measure. Develop documents regulating internal control processes, conduct regular internal audits and improve the quality of the College's processes based on the results;	3,9	3,9	2,9		2,4	2,4	1,4		1,7	1,7	0,7	
2.3.8.	Measure. Update the College's documents regulating academic ethics, considering the recommendations of the Lithuanian Science Board, and the Ombudsman for Academic Ethics and Procedures of the Republic of Lithuania to higher education institutions;	5	5	5		2,5	2,5	2,5		2,5	2,5	2,5	
2.3.9.	Measure. Provide regular methodological and other support to lecturers and other staff to ensure the quality of studies (especially to improve remote learning), and to encourage lecturers to adopt the best practices of their colleagues;	2,7	2,7	2,7		2,7	2,7	2,7		2,7	2,7	2,7	
2.3.10.	Measure. Provide regular academic, financial, social, psychological, and personal support to students to ensure the quality of their studies;	2,7	2,7	2,7		2,7	2,7	2,7		2,7	2,7	2,7	
2.3.11.	Measure. Develop an implementation plan for the recommendations made by the experts during the external evaluation of the College's performance and implement it within the set deadlines.	6,6	6,6	6,6		6,6	6,6	6,6		6,6	6,6	6,6	
2.4.	Measures' group. Strengthening the contingent of lecturers and other staff.												

2.4.1.	Measure. Expand the range of foreign language learning tools available to teachers and other staff (Erasmus+ programme, courses chosen by the staff member, courses organised by the College, self-study, etc.);	12	12			12	12			12	12		
2.4.2.	Measure. Encourage lecturers to improve their subject, scientific (research), pedagogical and general competencies, taking advantage of opportunities of national and international programmes and projects, according to the priorities set by the faculties;	5	5			5	5			5	5		
2.4.3.	Measure. Encourage other staff to develop their subject-specific and generic competencies by taking advantage of national and international programmes and projects, in line with the priorities set by departments;	3	3			3	3			3	3		
2.4.4.	Measure. Increase the number of teachers holding or intending to obtain a PhD: to provide opportunities for doctoral studies, to attract PhD-holding teachers to key positions at the College;	1,1	1,1	1,1		1,1	1,1	1,1		1,1	1,1	1,1	
2.4.5.	Measure. Improve performance-related payment and incentive systems for teachers;	2	2	2		2	2	2		2	2	2	
2.4.6.	Measure. Increase the involvement of social partners in the study process by organising student meetings with representatives of companies, inviting interns to give lectures, attracting young lecturers - motivated graduates of the College to work as lecturers at the College;	1,1	1,1	1,1		1,1	1,1	1,1		1,1	1,1	1,1	

2.4.7.	Measure. To organise training sessions for teachers on new pedagogical methods, assessment of student achievements, use of the College's subscription databases, research methods, etc.;	2	2			2	2			2	2		
2.4.8.	Measure. Disseminate the experience of teachers and other staff members who have participated in external (non-college) training to their peers (as required);	1,1	1,1	1,1		1,1	1,1	1,1		1,1	1,1	1,1	
2.4.9.	Measure. Set priorities for the qualification development of lecturers and other staff in the annual activity programmes of the faculties and other departments, considering the need for the improvement of studies and the College's activities;	1	1			1	1			1	1		
2.4.10.	Measure. Organise blended intensive programmes, using the Erasmus+ programme, to develop the foreign language and intercultural competencies of teachers and other staff;	6	6	3		6	6	3		6	6	3	
2.4.11.	Measure. Organise the sharing of best teaching/learning practices with other higher education institutions in Lithuania and abroad.	1	1	1		1	1	1		1	1	1	
2.5.	Measures' group. Renewal of study infrastructure												
2.5.1.	Measure. Increase the College's library collection of literature and electronic resources in Lithuanian, English and Russian;	7	7			7	7			7	7		

2.5.2.	Measure. Modernise the training facilities of the Health Sciences degree programmes (GPN; DH; OC DT; PT; C);	25	25		25	25	25		25	25	25		25
2.5.3.	Measure. Modernise the teaching environment of the Social Work study programme: to equip the SW laboratory with computer software and furniture;	3	3		2	1	1			1	1		
2.5.4.	Measure. Modernisation of technological and engineering studies laboratories, computer software and e-learning centre, within the framework of the project "Establishment of a modern base for technological and engineering studies and e-learning to meet the needs of the Utena region" 09.1.1-CPVA-V-720;	488,6	488,6		167								
2.5.5.	Measure. Renovate classrooms (10 per year): repairs, furniture, and computer equipment.	15	15			15	15			15	15		
2.6.	Measures' group. Updating the system for the organisation of traineeships												
2.6.1.	Measure. Update the documents regulating the traineeships;	2	2	2		2	2	2		2	2	2	
2.6.2.	Measure. To analyse traineeship places for specific study programmes and identify measures to develop student traineeships and improve the quality of them;	0,5	0,5	0,5		0,5	0,5	0,5		0,5	0,5	0,5	
2.6.3.	Measure.	1	1	1		1	1	1		1	1	1	

	Systematic monitoring of traineeships - surveys of students and employers, student visits and counselling at traineeship sites;												
2.6.4.	Measure. Organise training for mentors - supervisors of trainees in companies, institutions, and organisations.	0,5	0,5	0,5		0,5	0,5	0,5		0,5	0,5	0,5	
2.7.	Measures' group. Coverage of distance learning courses												
2.7.1.	Measure. Increase the availability of study material via the College's VLE Moodle: increase the coverage of study programmes by distance learning courses on the College's VLE Moodle;	1,2	1,2	1,2		1,2	1,2	1,2		1,2	1,2	1,2	
2.7.2.	Measure. Increase the coverage of study programmes with distance learning courses in foreign languages, adapted for self-directed distance learning on the College's VLE Moodle;	2,2	2,2	2,2		2,2	2,2	2,2		2,2	2,2	2,2	
2.7.3.	Measure. Organise training on how to develop and use distance learning courses in the study process.	1,2	1,2	1,2		1,2	1,2	1,2		1,2	1,2	1,2	
2.8.	Measures' group. Tracking the careers of graduates												
2.8.1.	Measure. Analyse the employability rate of graduates 6, 12, and 36 months after graduation using career management tools and make it public;	2,1	2,1	2,1		2,1	2,1	2,1		2,1	2,1	2,1	
2.8.2.	Measure.	2,1	2,1	2,1		2,1	2,1	2,1		2,1	2,1	2,1	

	Analyse the share of graduates in higher education jobs 6, 12, and 36 months after graduation using career management tools and make it public.												
3.	Priority. Development of internationalisation												
	Priority assignments and expenditure	56,1	56,1	26,4		56,1	56,1	26,4		56,1	56,1	26,4	
3.1.	Measures' group. Academic mobility of teaching and other staff												
3.1.1.	Measure. In line with the College's research directions, carry out joint research, quality improvement, etc. projects with international partners;	0,5	0,5	0,5		0,5	0,5	0,5		0,5	0,5	0,5	
3.1.2.	Measure. Participate in professional experience training in foreign companies and teaching visits to higher education institutions, according to the priorities set by the faculties and other units.	5	5			5	5			5	5		
3.2.	Measures' group. Attracting visiting teachers from foreign higher education institutions												
3.2.1.	Measure. Invite visiting teachers from abroad through the Education Exchange Support Foundation (ŠMPF) funds;	6	6	6		6	6	6		6	6	6	
3.2.2.	Measure. Invite lecturers from Erasmus+ partner HEIs.	8	8			8	8			8	8		
3.3.	Measures' group. Students' academic mobility												
3.3.1.	Measure.	2,2	2,2	2,2		2,2	2,2	2,2		2,2	2,2	2,2	

	Provide support and information to students on international mobility opportunities by organising information seminars, consultations, Erasmus Week, study programme mobility windows, interactive information tool - dissemination of Erasmus+ participants' experiences;												
3.3.2.	Measure. Provide social support for incoming students: Mentoring system, an Integration week, ECTS catalogue on the College's website, study regulations in English and Russian;	2,2	2,2	2,2		2,2	2,2	2,2		2,2	2,2	2,2	
3.3.3	Measure. Introduce and apply the Erasmus+ digital student platform;	1,5	1,5	1,5		1,5	1,5	1,5		1,5	1,5	1,5	
3.3.4.	Measure. Participate in and organise international student competitions;	2,2	2,2	2,2		2,2	2,2	2,2		2,2	2,2	2,2	
3.3.5.	Measure. Participate in and organise Blended intensive programmes with international partners and enable students to participate.	6	6	3		6	6	3		6	6	3	
3.4.	Measures' group. Cooperation agreements with international partners												
3.4.1.	Measure. Assessment of cooperation agreements with foreign partners - higher education institutions, selecting promising cooperation areas, cooperation regions and specific institutions at college and faculty levels;	2,2	2,2	2,2		2,2	2,2	2,2		2,2	2,2	2,2	
3.4.2.	Measure.	2,2	2,2	2,2		2,2	2,2	2,2		2,2	2,2	2,2	

	Identify strategic international partners (including employers) for each group of study programmes; identify areas where new memberships in international associations are needed, where they should be dropped and where they should be strengthened;												
3.4.3.	Measure. Expand the network of foreign social partners relevant to technology, engineering, business, and dental care programmes, including strong Scandinavian, and Western European HEIs; Expanding the network of partners to ensure diversity of forms and directions of cooperation in the following key areas: modernisation of studies and updating of methods through digital technologies; environmentally friendly initiatives; promotion of citizenship, fostering a sense of European identity and culture;	2,2	2,2	2,2		2,2	2,2	2,2		2,2	2,2	2,2	
3.4.4.	Measure. Search for foreign partners and sign cooperation agreements with higher education institutions, employers, and business structures in strategic cooperation areas: Scandinavia, EU regions, Eastern Partnership countries;	2,2	2,2	2,2		2,2	2,2	2,2		2,2	2,2	2,2	
3.4.5.	Measure. Engage in the activities of new international associations as needed and improve the quality of the College's membership in the activities of international organisations to improve the quality of the specialists trained, to modernise the studies: at the level of the College - EURASHE; at the level of the faculties: BTF - EURHODIP, SPACE, MF - ENPHE, EASSW, etc. Participate in the meetings of the association's members to solve the issues of promotion of study	13,7	13,7			13,7	13,7			13,7	13,7		

	programmes, training of specialists, recruitment, etc.												
4.	Priority. Improvement of the organisational culture of the College												
	Priority's assignments and expenditure	15,1	15,1	7,5		15,1	15,1	7,5		15,1	15,1	7,5	
4.1.	Measures' group. Implementation of quality culture provisions at all levels of the College management												
4.1.1.	Measure. Improve internal communication within the College organisation by regularly informing the community of the College's performance and financial results;	1	1	1		1	1	1		1	1	1	
4.1.2.	Measure. Improve external communication with stakeholders about the College's performance;	1	1	1		1	1	1		1	1	1	
4.1.3	Measure. Regularly review the Quality Policy to ensure it remains relevant and to ensure that every staff member contributes to its implementation;	1,3	1,3	1,3		1,3	1,3	1,3		1,3	1,3	1,3	
4.1.4.	Measure. Improve the quality management system and strengthen the quality management of studies;	2,1	2,1	2,1		2,1	2,1	2,1		2,1	2,1	2,1	
4.1.5.	Measure. Ensure compliance with academic integrity;	1,1	1,1	1,1		1,1	1,1	1,1		1,1	1,1	1,1	
4.1.6.	Measure. Ensure that the quality policy and quality objectives are known, understood, and implemented within the College community.	1	1	1		1	1	1		1	1	1	

4.2.	Measures' group. Improvement of the working and recreational conditions of the College community												
4.2.1.	Measure. Organise events for the community: educational trips, trainings, Nomination events;	2	2			2	2			2	2		
4.2.2.	Measure. Equip/renovate teachers' working and rest rooms in faculties;	1	1			1	1			1	1		
4.2.3.	Measure. Equip/renovate student lounges/areas in the buildings of the faculties (Utenis sq. 2 and Maironis str. 18);	1	1			1	1			1	1		
4.2.4.	Measure. Implement the Document Management System.	3,6	3,6			3,6	3,6			3,6	3,6		
	TOTAL assignments and expenditures:	788,1	594,1	140,7	194	294,5	269,5	136,7	25	281,8	256,8	136	25

6.2. PRIORITIES, MEASURES AND ALLOCATIONS FOR THE SECOND STRATEGIC GOAL - DEVELOP APPLIED SCIENCE, RESEARCH AND LIFELONG LEARNING SERVICES RELEVANT TO THE REGION AND THE COUNTRY FOR THE PERIOD 2022-2024 (IN EUR, THOUSAND)

Priority measures' No	Priority, measures' group, measure	Assignations for 2022			Assignations for 2023			Assignations for 2024					
		Total	Of These		Total	Of these		Total	Of these				
			For expenditures			For expenditures			For expenditures				

			Total	Of which salaries	For the purchase of property		Total	Of which salaries	For the purchase of property		Total	Of which salaries	For the purchase of property
5.	Priority. Improvement of applied research, consultancy activities												
	Priority's assignments and expenditure	43,5	43,5	34,5		46,1	46,1	36,5		47,5	47,5	38,5	
5.1.	Measures' group. Publication and publishing												
5.1.1.	Measure. Publish the results of the lecturers' research in peer-reviewed scientific journals following the directions of the College's applied scientific activities and the research topics of the departments. Increase the number of scientific publications in high-ranking scientific journals and other scientific publications;	4	4	4		4	4	4		4	4	4	
5.1.2.	Measure. Prepare and publish collective scientific monographs, studies, synthetic and other scientific works according to the directions of applied scientific activities of the College;	2,7	2,7	0,7		2,7	2,7	0,7		2,7	2,7	0,7	
5.1.3.	Measure. Produce joint publications with partners from the professional field to promote science to the public to promote the scientific research and development activities performed at/by the College;	4	4	4		4	4	4		4	4	4	
5.1.4.	Measure. Publish the College's peer-reviewed journal "Insights" in online format and publish it on	1,2	1,2	1,2		1,2	1,2	1,2		1,2	1,2	1,2	

	the College's website, and reference the journal in EBSCO, Index Copernicus databases;												
5.1.5.	Measure. Encourage students to publish the results of research carried out with lecturers.	0,5	0,5	0,5		0,5	0,5	0,5		0,5	0,5	0,5	
5.2.	Measures' group. Tailored applied research activities (R&D)												
5.2.1.	Measure. Expand the volume of scientific research and development relevant to the region and the UAS's activities in the areas of the UAS's scientific applied activities, and the orders of enterprises, organisations, and associated structures, especially for a financial reward;	2,1	2,1	2,1		2,1	2,1	2,1		2,1	2,1	2,1	
5.2.2.	Measure. Organise the provision of business, environmental, health and other consultations to the public;	4	4	4		6	6	6		8	8	8	
5.2.3.	Measure. Seek corporate sponsors and participate in EU initiatives for joint science-business projects;	1,8	1,8	1,8		1,8	1,8	1,8		1,8	1,8	1,8	
5.2.4.	Measure. Carry out research following the directions of the College's applied scientific activities and the research topics of the departments;	3,5	3,5	3,5		3,5	3,5	3,5		3,5	3,5	3,5	
5.2.5.	Measure. Develop students' capacity to carry out R&ED activities by participating in scientific and applied research projects, scientific summer internships, research during studies, etc.;	0,5	0,5	0,5		0,5	0,5	0,5		0,5	0,5	0,5	
5.2.6.	Measure.	3,5	3,5	3,5		3,5	3,5	3,5		3,5	3,5	3,5	

	Provide tailored non-formal education training services to the regional public, enterprises and organisations, and individual clients.												
5.3.	Measures' group. Scientific events and dissemination of applied research results at scientific events												
5.3.1.	Measure. Organise national scientific-practical conferences for the scientific community: scientific-practical conferences on "Synergy between science and business for innovative solutions", "Evidence-based practice: from health to social welfare";	3	3			3	3			3	3		
5.3.2.	Measure. Organise national and international conferences of young researchers - students "A country where it is good to live" and others;					0,6	0,6						
5.3.3.	Measure. Organise international scientific and practical conferences: the traditional "Aspects of Sustainable Development: Theory and Practice", and "Innovations and Technologies in Nursing Education and Practice", including conferences in which the College participates as a partner - together with Stavropol State Agrarian University (Russia), the College of Law, and the Academy of Technologies of Rezekne (Latvia);	1	1			1	1			1	1		
5.3.4.	Measure. Organise events to promote entrepreneurship and social entrepreneurship in the academic and regional community of the College;	2	2			2	2			2	2		
5.3.5.	Measure.	2	2	1		2	2	1		2	2	1	

	Organise science promotion events for the regional public on environmental issues, conservation of natural resources, health, etc.												
5.4.	Measures' group. Lifelong learning means												
5.4.1.	Measure. Monitor the demand of employers in the region for professional development;	0,5	0,5	0,5		0,5	0,5	0,5		0,5	0,5	0,5	
5.4.2.	Measure. Organise free-of-charge non-formal learning events for the general public, businesses and organisations in the region to develop general competencies;	1	1	1		1	1	1		1	1	1	
5.4.3.	Measure. Organize free-of-charge professional qualification improvement courses for regional companies and organizations.	1	1	1		1	1	1		1	1	1	
5.5.	Measures' group. Project activities												
5.5.1.	Measure. Prepare project applications for the EU, other international and national funds, programs, the ministries of RL, regional municipalities, etc. for competitions, implementing projects for the region and college studies, applied scientific activities, teacher qualification improvement, entrepreneurship education, etc. to improve areas;	4	4	4		4	4	4		4	4	4	
5.5.2.	Measure. Establish and maintain relations with the Lithuanian diaspora abroad regarding the	0,6	0,6	0,6		0,6	0,6	0,6		0,6	0,6	0,6	

	implementation of studies and scientific applied activities, the initiation and implementation of lifelong learning projects;												
5.5.3.	Measure. Form the project management culture of the college community by strengthening project initiation and publicizing project results.	0,6	0,6	0,6		0,6	0,6	0,6		0,6	0,6	0,6	
6.	Priority. Development of cooperation												
	Priority's assignments and expenditures	13,3	13,3	11,1		13,3	13,3	11,1		13,3	13,3	11,1	
6.1.	Measures' group. Analysis of networking												
6.1.1.	Measure. Review and update strategic regional, national and international partnerships for each group of study programs, for the strategic development of the College;	1,1	1,1	1,1		1,1	1,1	1,1		1,1	1,1	1,1	
6.1.2.	Measure. Investigate the regional employers' needs for specialists and their quality, including specialists trained through short-cycle study programmes;	2,2	2,2	2,2		2,2	2,2	2,2		2,2	2,2	2,2	
6.1.3.	Measure. Analyse the opportunities for employment of graduates in regional companies and systematically inform students and graduates about them;	2,1	2,1	2,1		2,1	2,1	2,1		2,1	2,1	2,1	
6.1.4.	Measure. Organize discussions with regional employers on relevant issues of specialist training;	0,1	0,1			0,1	0,1			0,1	0,1		

6.2.	Measures' group. Development of cooperation with social partners												
6.2.1.	Measure. Conclude cooperation agreements with new partners important for the strategic development of the College: regional employers and associated employers, business and other structures, regional municipalities, other Lithuanian higher schools, regional and national general education schools, vocational training centres, other social partners;	1,8	1,8	1,8		1,8	1,8	1,8		1,8	1,8	1,8	
6.2.2.	Measure. Organize professional days with social partners;	1	1			1	1			1	1		
6.2.3.	Measure. Organize joint events with the College's Alumni;	0,1	0,1			0,1	0,1			0,1	0,1		
6.2.4.	Measure Link the topics of students' final theses to the solutions to current problems of regional and national companies;	1,8	1,8	1,8		1,8	1,8	1,8		1,8	1,8	1,8	
6.2.5.	Measure. Improve the quality of the College's membership in the activities of the national associations, to participate in meetings of association members when deciding on the popularization of study programs, the training of specialists, employment, etc. questions;	2,1	2,1	2,1		2,1	2,1	2,1		2,1	2,1	2,1	
6.2.6.	Measure. Participate in cultural life at the local and national levels (events that promote creativity, exhibitions, etc.);	0,5	0,5			0,5	0,5			0,5	0,5		

6.2.7.	Measure. Carry out activities aimed at socially sensitive groups outside the College (volunteering, charity events, etc.).	0,5	0,5			0,5	0,5			0,5	0,5		
	TOTAL assignments and expenditures	56,8	56,8	45,6		59,4	59,4	47,6		60,8	60,8	49,6	

7. EVALUATION CRITERIA FOR THE ACHIEVEMENT OF STRATEGIC GOALS AND THEIR SIGNIFICANCE IN 2022-2024

Evaluation criterion No	The name of the evaluation criterion	Indicators of achievement		
		2022	2023	2024
For the first strategic objective. To train highly qualified professionals who are motivated to continuously develop their skills and work in the context of global digitalisation and innovation growth.				
1.	Priority. Students' attraction and retention			
0.1.1.	Total number of students (data as of October 1) (national and international)	1400	1390	1380
	Full-time studies	530	550	540
	Part-time studies	870	840	840
1.1.	Measures' group. Attraction of national students			
1.1.1.	Total number of national students (data as of October 1)	1300	1290	1280
	Full-time studies	460	480	470
	Part-time studies	840	810	810
1.1.2.	Numbers of admitted national students	320	300	280
	Full-time studies	110	120	100
	Part-time studies	210	180	180

1.1.3.	Percentage of students attracted from the Utena region from all students enrolled that year	41	40	40
1.1.4.	The share (percentage) of students admitted to state-funded study places from all admitted students	25	25	25
1.2.	Measures' group. Attraction of international students			
1.2.1.	Number of admitted international students in total (data as of October 1)	60	70	80
1.2.2.	Incoming students for study/ traineeship purposes (data as of October 1 and March 1)	25 25	30 30	35 35
1.2.3.	Number of foreign students of all years of study enrolled in the entire study programme (data as of October 1 and April 1)	100 100	110 100	120
1.3.	Measures' group. Student retention - improving the accessibility and flexibility of studies			
1.3.1.	Number and proportion (percentage) of first-year students dropping out at the end of the academic year, compared to the number of students admitted in that academic year	38 (10 percent)	37 (10 percent)	35 (10 percent)
1.3.2.	Number and proportion (%) of students' dropouts at the end of the academic year, compared to all students	155 (11 percent)	154 (11 percent)	152 (11 percent)
2.	Priority. Improvement of study quality			
2.1.	Measures' group. Update of study programmes			
2.1.1.	Number of updated study programmes (after evaluations of study areas and approval of new descriptions of study areas) (data as of 31 August) part of percentage from all executed study programmes	5 (SW, C, PT, GPN, OSEE)	3 (TLB, TSB, CD)	-
2.1.2.	Number of study programmes taught in a foreign language (full-time studies) in which foreign students study in that year (data as of October 1 and March 1)	6 (30% off all programmes)	6	7

2.2.	Measures' group. Preparation of new study programmes			
2.2.1.	Number of new study programmes (short-cycle study programs)	-	1 (Electronics Engineering study field)	-
2.2.2.	Number of new joint study programmes with other higher education institutions	-	-	1 (In the field of Food Technology studies, together with Kaunas College, Rezekne Academy of Technology)
2.3.	Measure' group. Assurance of study quality			
2.3.1.	Share (percentage) of accredited study fields for 7 years from all study fields evaluated in that year	50 per cent (EPE, TB, DT, TA/TSB)	50 per cent (PT, Law, BM)	80 per cent (C, GPN, ACS, ISE FST)
2.3.2.	The level of satisfaction of graduates with their education, per cent	80	85	85
2.3.3.	The level of satisfaction of the employers surveyed in that year with trained specialists, per cent	70	70	70
2.3.4.	The level of student satisfaction (after the semester) with the study quality, per cent	72	75	78
2.4.	Measures' group. Strengthening the contingent of teachers			
2.4.1.	Share of teachers who improved their knowledge of foreign languages that year (percentage), from all college teachers	10 per cent	10 per cent	10 per cent
2.4.2.	Share of teachers with a doctoral degree (per cent) out of all college teachers	10 per cent	10 per cent	10 per cent
2.4.3.	Share (percentage) of teachers with 3 or more years of practical work experience in the field of the taught subject from all teachers	More than 50 per cent	More than 50 per cent	More than 50 per cent
2.4.4.	Funds for improving teachers' qualifications (thousands of EUR)	20	20	20

2.5.	Measures' group. Study infrastructure renewal			
2.5.1.	Modernized study infrastructure for (thousand EUR) Area of renovated auditoriums/classrooms (m ²) Renovated area of student dormitories (m ²)	30 300 m ² 160 m ²	30 300 m ² 160 m ²	30 300 m ² 160 m ²
2.5.2.	Updated Library funds for (thousand EUR) Number of subscribed databases (units) Subscribed databases of electronic magazines (units); Subscription to e-books (units) Downloaded full-text documents (units)	7 1 70 000 2930 800	7 1 70 000 2950 900	7 1 70 000 2950 1000
2.6.	Measures' group. Covering studies through distance courses			
2.6.1.	Share (percentage) of study programmes covered by distance learning courses from all study programme courses/subjects	70 per cent	75 per cent	80 per cent
2.7.	Measures' group. Quality of graduates and their evaluation			
2.7.1.	The share (percentage) of the applicability of the results of students' final theses in the activities of regional companies from all these defended that year	80	80	80
2.7.2.	The number of graduates who obtained a higher education qualification at the College	390	370	360
2.7.3.	Share of employed graduates (percent) 6, 12 and 36 months after graduation	67, 70, 80	67, 72, 80	68,75, 82
2.7.4.	Share of graduates employed in jobs requiring higher education (per cent) 12 months after graduation	55	60	60
3.	Priority. Development of internationalisation			
3.1.	Measures' group. Academic mobility of teachers			

3.1.1.	The share (percentage) of outbound teachers for teaching and training at foreign higher education institutions from the number of the College teachers	20	25	30
3.1.2.	Share (percentage) of incoming teachers for teaching and training from foreign higher education institutions from the number of the College teachers	15	20	25
3.2.	Measures' group. Attraction of visiting teachers from foreign higher education institutions			
3.2.1.	Number of invited visiting teachers from abroad to give lectures (under EESF and other programmes)	2	3	4
3.3.	Measures' group. Academic mobility of students			
3.3.1.	Share (percentage) of outbound students to study at foreign higher education institutions or pieces of training from the number of College students	1,8	1,9	2
3.3.2.	Share (percentage) of incoming students to study from foreign higher education institutions or pieces of training from the number of College students	2,5	3	3,5
3.4.	Measures' group. Cooperation agreements with international partners			
3.4.1.	The number of cooperation agreements with international partners - foreign higher schools and other educational institutions and the number of new agreements concluded that year	40+5	45+5	50+5
3.4.2.	The number of cooperation agreements with international partners - foreign employers and associated employers, businesses and other structures, and the number of new agreements concluded that year	40+5	45+3	48+3
4.	Priority. Improvement of the organizational culture of the College			
4.1.	Measures' group. Implementation of quality culture provisions at all levels of the College's management			
4.1.1.	Level of employees' job satisfaction (%)	73	75	78

4.2.	Measures' group. Improvement of the work and rest conditions of the College community			
4.2.1.	Modernized m ² of workplace for teachers and other employees and m ² area of resting places	25 m ² 25 m ²	25 m ² 25 m ²	25 m ² 25 m ²
4.2.2.	Updated m ² area of student lounges	20 m ²	20 m ²	20 m ²
For the second strategic objective. To develop applied scientific activities, research, and lifelong learning services relevant to the region and the country				
5.	Priority. Improvement of applied scientific, consulting activities			
5.1.	Measures' group. Publication and publishing			
5.1.1.	Number of academic publications in peer-reviewed science journals registered LSB (units)	20	25	25
5.1.2.	The number of published textbooks, methodological teaching tools	1	1	1
5.2.	Measures' group. Tailored applied scientific activities R&ED			
5.2.1.	Funds earned for commissioned, consulting and applied scientific activities and research (thousands of EUR).	60	60	60
	Of these - funds earned for non-formal education events (thousands of EUR)	20	20	20
	Number of outsourced studies/works	10	10	10
	Number of consultations (units)	30	30	50
5.3.	Measures' group. Scientific events and dissemination of applied research results at scientific events			
5.3.1.	Number of national scientific-practical conferences	2	2	2
5.3.2.	Number of international scientific-practical conferences	5	5	5

5.3.3.	Number of conferences of young researchers and students	-	1	-
5.3.4.	Number of entrepreneurship training events	10	10	10
5.3.5.	Number of science promotion events	2	2	2
5.3.6.	Number of presentations read by teachers at conferences	10	10	10
5.3.7.	Number of presentations read by students Number of student publications	5 3	10 5	5 3
5.4.	Measures' group.-Lifelong learning means			
5.4.1.	Number of people who participated in non-formal education events in that academic year (period September 1 - August 31)	1800	1800	1800
5.4.2.	Among them - the number of people who participated in professional qualification improvement events, including those from the region	400/360	400/360	400/360
5.5.	Measures' group. Project activities			
5.5.1.	Number of applications prepared for national funds, programmes (units), ratio (per cent) with funded applications	3 (60)	5 (70)	6 (75)
5.5.2.	Number of applications prepared for EU structural and other international funds, programs (units), ratio with funded applications	3(60)	4 (70)	6 (75)
6.	Priority. Development of strategic partnerships			
6.1.	Measures' group. Development of cooperation with social partners			
6.1.1.	Number of cooperation agreements with regional employers and the number of new contracts concluded that year	191+5		
6.1.2.	Number of cooperation agreements with regional and national municipalities and the number of new agreements concluded that year	4+1		

6.1.3.	Number of cooperation agreements with other Lithuanian higher education institutions and the number of new agreements concluded that year	20+1		
6.1.4.	Number of cooperation agreements with regional and national general education schools and the number of new agreements concluded that year	46+3		
6.1.5.	Number of cooperation agreements with regional and national vocational training centres and the number of new agreements concluded that year	15+1		
6.1.6.	Membership in national associations, unit	8		
6.1.7.	Membership in international associations, unit	7		

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