

APPROVED

Board of Utenos kolegija Higher Education  
Institution

By decision No. T1-9 of 18 December 2024

# **OPERATIONAL STRATEGY 2025-2030 OF UTENOS KOLEGIJA HIGHER EDUCATION INSTITUTION**

## **VISION**

An innovative, nationally and internationally recognized regional higher education institution that trains specialists with higher college education, conducts applied scientific research, solves modern societal and business challenges, and actively contributes to the sustainable development of the region and the country.

## **MISSION**

To train specialists with higher college education, conducting applied scientific research, developing lifelong learning, and creating value on a regional, national, and international scale.

## **VALUES**

- **OPENNESS** - we promote diversity, dialogue and collaboration, including different experiences, perspectives and identities, and strive for mutual respect and international cooperation.
- **PROFESSIONALISM** - we ensure high quality standards in the fields of studies and activities, we implement innovations and modern technologies, aiming for maximum impact of results.
- **RESPONSIBILITY** - we integrate the principles of sustainability and social responsibility into our activities, creating a sustainable environment, supporting professional development, and committing to society and the community.

## **STRATEGIC GOALS**

- 1. To conduct studies based on innovation, academic professionalism, and science and business partnership.**
- 2. To develop innovative scientific research and experimental development, addressing relevant regional, national and international issues.**
- 3. Develop The social responsibility of the community of Utenos kolegija Higher Education Institution by contributing to the sustainable development of the region, the country, and the well-being of society.**

## **STRATEGIC PRIORITIES**

These strategic priorities are pursued through the implementation of all three strategic objectives.

- **QUALITY STUDIES** - improving study content and integrating innovative digital technologies into all study programs; Implementing micro-credentials and expanding the offer of lifelong learning; Increasing the internationality of studies and research; Continuous improvement of infrastructure.
- **INNOVATION** - improvement of the science and creativity education system; improvement and strengthening of the competence of academic staff and students in the activities of the R&D; promotion of the preparation and publication of high-ranking scientific publications; promotion of participation in scientific projects.
- **COOPERATION AND KNOWLEDGE DISSEMINATION** - Strengthening the role of Utenos kolegija Higher Education Institution in the region, Lithuania and abroad; active involvement of the academic community in the dissemination of knowledge, development of internationality; Strengthening the image and communication of the Utenos kolegija Higher Education Institution at the national and international level.
- **EFFECTIVE MANAGEMENT** - Human resource development; creation of an innovative learning and research environment.

## **STRATEGIC GOALS, PRIORITIES, PLANNED MEASURES**

- 1. STRATEGIC GOAL. To conduct studies based on innovation, academic professionalism, and science and business partnership.**

**PRIORITY: Quality studies**

Envisaged activities/measures	Estimated implementation period	Responsible departments
1. To update the content of study programs in accordance with market needs, national and international standards, and scientific achievements; to integrate interdisciplinary and other innovative study methods that allow students to acquire knowledge and practical skills in various fields, develop academic and information literacy of participants in the study process, and promote the dissemination of good practice.	Every school year	Study program committees Teachers
2. Develop distance and blended study schedule forms, increasing the accessibility of studies for regional, national and international students.	2025-2030	Faculties
the interdisciplinary nature of study programs ( interdisciplinary study modules, interdisciplinary study programs, etc.)	At least one by 2030.	Study program committees Departments
4. To attract foreign lecturers who can bring about progressive changes in the study process, to attract talented foreign students from the Baltic countries, Eastern Partnership countries, and Central Asian countries for full-time studies.	2025-2030	International Relations Department
<b>PRIORITY: Innovation</b>		
1. To promote the ethical use of artificial intelligence (AI) in studies.	2025-2030	Academic Ethics Committee
2. Develop distance learning.	2025-2030	Head of the e-learning center
3. To organize training for teachers on innovative study methods that promote creativity, critical thinking, and innovation; to organize	One each academic year	Deputy Director for Studies and Research Project Management

training to improve subject matter, foreign language, and other competencies.		Department
<b>PRIORITY: Cooperation and knowledge dissemination</b>		
1. Organize science, studies, professional development, business and science partnership events for current and future Utenos kolegija HEI students, involving social partners and graduates.	One each academic year	Career and Communication Department Study program committees
2. Increase the involvement of social partners and graduates in the improvement of study programs and the study process.	2025-2030	Study program committees
3. Strengthen outgoing and incoming academic mobility through participation in the Erasmus+ program.	2025-2030	International Relations Department Faculties Teachers
<b>PRIORITY: Effective management</b>		
1. To implement the Utenos kolegija HEI's Internationalization Strategy for 2021-2027 (hereinafter referred to as the TS), evaluate its results; to prepare a new Internationalization Strategy for 2028-2032 and begin its implementation.	TS 2021-2027 - Until 2027 TS 2028-2032 - from 2028	International Relations Department Deputy Director for Studies and Research
2. To modernize the study infrastructure in order to ensure the quality of studies and research.	2025-2030	Director Faculties
3. Conduct annual surveys of students and graduates in order to assess student satisfaction with their studies and employer satisfaction with the trained specialists and analyze the survey results.		Study Quality Committee
4. Update the Study Quality Management System.	By the end of 2025	Deputy Director for Studies

		and Research
5. Strengthen internal quality assessment of study fields and study programs.	The assessment should be carried out every year during October.	Study program committees
6. To carry out the recognition of foreign qualifications for foreign citizens intending to study.	starting in 2025	International Relations Department
7. Strengthen the teaching staff by attracting teachers with doctoral degrees and practicing teachers.	2025-2030	Director Faculties

**The achievement of the first strategic objective will be demonstrated by the following indicators:**

1. **Sustainability of the number of students** – to maintain the number of students at least 1,200 by 2030.
2. **Share of international students studying full-time** – to achieve that international students studying full-time make up at least 10 percent of all students by 2030.
3. **Study performance: the proportion of students who completed their studies on time is** at least 75 percent.
4. **Study programs adapted for distance learning, share** - 80 percent.
5. **The share of study fields accredited for the maximum term** out of all study fields assessed in that year **is** 80 percent.
6. **Share of full-time faculty** – at least 50 percent of faculty would be working full-time by 2029.
7. **Employee professional development indicator** – at least 60 percent of employees improved their professional qualifications during the year.
8. **Internationality of studies** – at least 1.5 percent of students and 50 percent of teachers will participate in Erasmus+ and other exchange programs annually.
9. **Investments in infrastructure** – allocate at least 70 thousand euros annually for the modernization of infrastructure.

**2. STRATEGIC GOAL. To develop innovative scientific research and experimental development, addressing relevant regional, national and international issues.**

<b>PRIORITY: Quality studies</b>		
<b>Envisaged activities/measures</b>	<b>Estimated implementation period</b>	<b>Responsible departments</b>
1. Integrate the results of the Utenos kolegija HEI's R&D activities into the study content.	Every school year	Study program committees Teachers
2. To involve students in T R&D activities in the study process: through internships, orientation of final thesis topics towards solutions to current problems of regional and national companies, etc.	Every school year	Lecturers, departments
<b>PRIORITY: Innovation</b>		
1. Publish research results in peer-reviewed scientific journals, especially in highly ranked scientific journals.	2025-2030	Teachers, researchers
2. To carry out R&D orders from companies, participate in EU initiatives, international research programs ( Horizon Europe , Interreg , etc.) in implementing R&D projects.	2025-2030	International Relations Department Project Management Department Deputy Director for Studies and Research
3. Create, systematically update and populate Utenos kolegija HEI's institutional repository on the Elaba platform.	2025-2030	Deputy Director for Studies and Research Library Information Systems Service

4. To strengthen the internationality of the Utenos kolegija HEI's scientific journal "Insights" by referencing in databases.	2025-2030	Deputy Director for Studies and Research Head of the e-learning center
<b>PRIORITY: Cooperation and knowledge dissemination</b>		
1. Together with business, local government and other partners, develop and implement projects focused on innovative solutions to social, economic and other regional and national problems.	2025-2030	Director Deputy Director for Studies and Research International Relations Department Faculties
2. To develop international cooperation with foreign higher education institutions and other partners in implementing project activities, R&D.		
3. To organize national and international scientific events (conferences) to disseminate the results of the R&D within the Utenos kolegija HEI and together with foreign partners, to promote the active participation of the academic community in scientific events.		
4. To provide expert consultations and assessments based on scientific research that contribute to solving regional problems.		
5. To create and develop an applied research network by participating in European university alliances, international associations, and organizations in order to strengthen the R&D and contribute to solving regional, national, and international issues.		
6. To create open access to the Utenos kolegija HEI's R&D results, ensuring their availability to the public.		Deputy Director for Studies and Research Library Computer Systems Service

<b>PRIORITY: Effective management</b>		
1. Implement Utenos kolegija HEI's R&D Strategy 2024-2029, and evaluate the results annually.	2024-2029	Deputy Director for Studies and Research
2. To strengthen the potential of Utenos kolegija HEI 's researchers and increase the attractiveness of careers by implementing Utenos kolegija HEI 's Human Resources Strategy for Research (HRS4R).	HRS4R - until 2025-12-01	Director Deputy Director for Studies and Research
3. To prepare documents regulating the activities of Utenos kolegija HEI's researchers, aligned with the instruments of the European Research Area (ERA), and to implement them in the institution's practice.	2025-2026	Deputy Director for Studies and Research
4. Strengthen the academic community's R&D competencies: organize training, methodological and experience-sharing seminars, and other events.	2025-2030	Deputy Director for Studies and Research Project Management Department
5. Develop a system of annual evaluation of teachers, ensure motivational measures and their sustainability, encouraging teachers, researchers, and students to participate in the R&D.		Director

**The achievement of the second strategic objective will be demonstrated by the following indicators:**

- 1. The share of academic staff (teachers) holding a doctorate degree and working at least 0.5 full-time** - at least 10 percent.
- 2. The number of publications in high-ranking scientific journals** is at least 10 percent of all published publications.
- 3. Number of applied science (RTDEP) projects** – to be implemented at least 2 projects in 2025, up to 10 projects in 2030.
- 4. Joining European university alliances** - by 2030, join at least 1 alliance.



**3. STRATEGIC GOAL: To develop The social responsibility of the community of Utenos kolegija HEI by contributing to the sustainable development of the region, the country, and the well-being of society.**

<b>PRIORITY: Quality studies</b>		
<b>Envisaged activities/measures</b>	<b>Estimated implementation period</b>	<b>Responsible departments</b>
1. To prepare and develop mentoring programs, involving business representatives, graduates, and lecturers, in order to improve student employability ; To organize professional career workshops and other regional events aimed at preparing students for the labor market.	One each academic year	Career section Departments
2. To create microcredential programs focused on improving the general competencies of the population of the country and the region, as well as the professional skills of company employees.	Every year in every field of study	Departments Project Management Department
3. Implement measures to ensure students' successful adaptation to studies and to prevent dropouts.	Every year, in accordance with the procedure established by Utenos kolegija HEI	Faculties
<b>PRIORITY: Innovation</b>		
1. To encourage students and lecturers to participate in national and international initiatives and projects on social responsibility and other sustainable development topics.	Every school year	International Relations Department Career and Communication Department faculties
<b>PRIORITY: Cooperation and knowledge dissemination</b>		

1. To implement environmental projects based on scientific research related to the practical implementation of sustainable development principles: waste reduction, energy saving, integration of renewable sources into Utenos kolegija HEI activities, etc.	2025-2030	Director Deputy Director for Studies and Research Career and Communication Department Faculties
2. Organize events to promote science and entrepreneurship for Utenos kolegija HEI community and the regional society.		
3. Carry out activities focused on socially sensitive groups inside and outside Utenos kolegija HEI (volunteering, charity events, workshops, etc.).		
<b>PRIORITY: Effective management</b>		
1. Integrate environmentally friendly solutions into Utenos kolegija HEI 's infrastructure.	2025-2030	Director
2. measures to increase the inclusion of students with fewer opportunities .		Director

**The achievement of the third strategic objective will be demonstrated by the following indicators:**

1. **Graduate career success: graduate employability by qualification** – ensure that at least 60 percent of graduates find employment in their specialty.
2. **Alumni engagement** – by 2030, at least 30 alumni will be actively involved in Utenos kolegija HEI's activities.
3. **Number of regional events** – organize at least 10 events per year dedicated to developing sustainable development topics.
4. **Number of microcredential programs** – create at least 1 microcredential program in each field of study by 2030 .

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