

**DEVELOPMENT STRATEGY**  
**OF THE VILNIUS BRANCH OF THE UNIVERSITY OF BIALYSTOK**  
**FACULTY OF ECONOMICS AND COMPUTER SCIENCE**  
**FOR 2023-2030**

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## I. Introduction

*Development Strategy of the Vilnius Branch of the University of Bialystok Faculty of Economics and Computer Science for 2023-2030\** defines the main areas on which the Branch's authorities, staff and students will focus, aiming to make the Branch a significant academic centre in the region and the country, offering high-quality education based on good academic practices and research, while taking care of partnership cooperation with the social and economic environment.

The development strategy of the Branch is closely linked to the *Strategy of the University of Bialystok for 2022-2030*, adopted by the Senate of the University of Bialystok on 29 June 2022, which defines the mission, vision and resulting strategic goals of the University of Bialystok in the coming years. In this way, the Branch is fully involved in the implementation of UB's strategic goals, while at the same time reflecting on the specifics of the Branch's curriculum and its interaction with the environment.

The development strategy of the Branch also draws on the achievements and experience of the Branch, which started its activities in Lithuania in August 2007. In its fifteen years of operation, the Branch has established four faculties (Economics, Computer Science, European Studies and Pre-school and Early Childhood Pedagogy), provides education at both undergraduate and graduate levels and prepared 842 graduates.

Societal changes such as the demographic decline, economic emigration of young people and educational mobility, dynamic changes in the economy and the labour market, new teaching techniques and competition with other universities pose serious, multi-faceted challenges for the Branch in the coming years. To meet these challenges, it will be necessary to creatively mobilise the Branch's existing and new resources, as well as to obtain funding to implement the strategy.

This document presents the activities that make up the process of implementing Development Strategy of the Branch. Work on this document took place in four stages:

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\* University of Bialystok is hereinafter referred to as UB and the Faculty of Economics and Information Technology in Vilnius is referred to as the Branch.

organisational, diagnostic, conceptual and final. Three key areas were defined around which the diagnostic and conceptual work on the Strategy was focused, namely:

- Education - Strategic Area I,
- Cooperation - Strategic Area II,
- Development - Strategic Area III.

Operational and partial objectives have been assigned to each area, leading to the achievement of the set strategic objectives.

The following chapters will present: the mission and vision of the Branch, strategic, operational, and specific objectives and strategic maps including descriptions of the individual tasks, the persons/teams responsible for their implementation, the deadline for their completion, measurable results (indicators) and potential sources of funding for individual activities.

The strategy of the Vilnius Branch of the University of Bialystok Faculty of Economics and Computer Science was adopted at a meeting of the Branch Council on 23 June 2023.

## II. Mission of the Branch

The Branch's mission is:

*Committed to the Polish community in Lithuania by disseminating knowledge in Polish and creating a platform for the exchange of views.*

The specific objectives derived from the mission are:

1. Positive impact on the higher education rate of the Polish minority in Lithuania (which more than a decade ago was one of the lowest among national minorities).
2. Enabling staff to carry out research as part of their professional development and supporting the teaching process.
3. Strengthening the system of Western European values among the Polish minority in Lithuania.
4. Learning about, cultivating, and enriching the cultural heritage of the region.

The specificity of the Branch, and at the same time its comparative and competitive advantage, lies in:

- singleness - it is the only foreign branch of a Polish public university,
- uniqueness - allows representatives of the Polish minority to study in Polish in Lithuania,
- integrity - the Branch's strong relationship with the community, resulting from cooperation with alumni, educational institutions, employers, and community organisations,
- networking - developing academic contacts with universities from Poland, Lithuania, and other European countries.

### **III. Vision of the Branch**

The Branch's vision is expressed as follows:

*The Vilnius Branch of the University of Bialystok's Faculty of Economics and Information Technology is a well-established academic centre that is important in both Lithuania and Poland, offering quality education based on good academic practices, research results and developing partnerships with the socio-economic environment. Education includes faculties that are of interest to young people, and graduates find employment in the labour market.*

The pursuit of the vision will take place with respect for ethical values and the fundamental principles of scientific freedom, independence, and integrity. The Branch is open to cooperation with its surroundings, thus building a platform for the integration of science and practice, actively participating in the dissemination of knowledge in the social sciences and sciences and strengthening the Western European value system in society.

Representing high professional competences, especially practical and social skills, graduates are prepared to fulfil diverse roles in organisations, both commercial and public. With their knowledge, they also have the prospect of career advancement and are prepared to fulfil the concept of lifelong learning.

#### IV. SWOT analysis

The analysis of the internal and external conditions concerning the Branch Development Strategy was based on a classic SWOT analysis.

##### Analysis area "Education"

STRENGTHS	WEAK POINTS
The launch of a Master's degree in Economics in 2014 and the expansion of its availability in 2023, making the Branch more competitive	Difficulties in recruiting academics with doctoral and post-doctoral degrees who speak Polish, resulting in an insufficient number of local lecturers
Launch of the Bachelor's degree in European Studies in 2015	Lack of own teaching facilities
Launch in 2023 of a single master's degree programme in pre-school and early childhood pedagogy	Insufficient and one-sided participation of students in ERASMUS+ international exchanges
Good access to databases of scientific literature (including electronic databases) and textbooks	No offer of further training courses
Participation in ERASMUS+ international exchanges	Low staff mobility within the ERASMUS+ programme
Activities of study circles	No offer of postgraduate studies
Possibility to support the teaching process with activities delivered via an e-learning platform	Inadequate English language skills among academics and administration
Possibility to carry out student traineeships in the European Parliament and other entities guaranteeing their high quality	Narrow range of language learning
Good student-faculty and student-administration relations	Large proportion of students studying under the Individual Organisation of Studies (IOS)
Scholarship programmes for students	Low levels of career progression among local academic staff
Good employment prospects for graduates of the Branch in the Lithuanian labour market	Little of the staff's own research for teaching work
Flexibility in the design of study programmes and the expansion of the teaching offer with the participation of students and the local employer community	Low commitment and low effectiveness of staff in obtaining external funding for research implementation

Good knowledge of the Lithuanian language among students and local staff	Insufficient preparation of university candidates in mathematics and Polish language
Teaching cooperation with Michael Römer University	
Multiculturalism, no internal conflicts	
<b>HAPPENS</b>	<b>DANGER</b>
Construction of new premises of the Branch Office adapted to the needs of the teaching process	Strong competition on the Lithuanian education market in terms of the courses offered
The geographic location of the Vilnius Branch offers the opportunity to study to residents of the city and the surrounding area	Demographic decline and related recruitment difficulties - reduction in the number of high school graduates in schools with Polish as the language of instruction from 1,000 in 2015 to 751 in 2022
Possibility to involve the business and institutional environment in the preparation of the thesis	Decreasing level of general education (Polish, mathematics) of university applicants
No direct competition in the region for studies in Polish	Limited level of interest of Lithuanian universities in establishing cooperation
Opportunities to study a second course in parallel at another university in Lithuania	Low motivation of students to acquire knowledge
Possibility to create fields of study that are needed in the Lithuanian labour market	Students taking up work during their studies
Possibility of creating further education courses aimed at people of secondary and older age (Lifelong Learning)	Possible difficulties in finding a job compatible with your educational profile
Possibility of opening degree courses in English	
Establishing cooperation with new partners in the socio-economic environment, especially for student placements	
Ability to attract external funding to support the education process	
Possibility of employing local staff from universities in Lithuania	

### Analysis area "Cooperation"

<b>STRENGTHS</b>	<b>WEAK POINTS</b>
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<b>COOPERATION WITH ACADEMIC INSTITUTIONS</b>	
Favourable location of the Branch Office in the national capital	Lack of recognisable scientific achievements
Unique subject and nature of research concerning Lithuania and Vilnius area	Low mobility of university teachers
<b>COOPERATION WITH ENTREPRENEURS, TRANSFER OF KNOWLEDGE INTO THE ECONOMY</b>	
Cooperation with the Polish Entrepreneurship Forum "Korona"	Underutilised potential of relations with the business community
Strategic agreement with Orlen Lietuva	Lack of commercial and implementation research
Open meetings with entrepreneurs	Low commitment to knowledge transfer to market actors
Cooperation with the municipalities of Vilnius, Vilnius and Šalčininkai regions	
Cooperation with Michal Römer University in Vilnius	
<b>DISSEMINATION OF KNOWLEDGE</b>	
Publication of articles by Branch staff	Local coverage of publications by branch staff
Co-organisation of conferences and scientific and didactic seminars	Limited interest in open lectures given by Branch staff
Implementation of projects targeting young people	Lack of contacts with Lithuanian-speaking schools
Activities of study groups outside the Branch Office	Weak contacts with Lithuanian and international academic institutions
Cooperation with Polish schools in the Vilnius region and beyond the borders of the Republic of Lithuania (Latvia, Belarus)	
Cooperation with the Association of Lithuanian Polish Scientists	

<b>HAPPENS</b>	<b>DANGER</b>
<b>LEGAL AND POLITICAL</b>	
Good cooperation with the Embassy of the Republic of Poland in Vilnius	Functioning in two legal systems: Polish and Lithuanian
Integration of the Branch into the Lithuanian higher education system	
Possibility of employing researchers from universities in Lithuania	
Possibility to apply for Lithuanian projects	
<b>ECONOMICS</b>	
High level of development of Vilnius County	Low level of development of Vilnius and Šalčininkai regions
Relatively strong business environment	Rising operating costs, lack of targeted subsidy
<b>TECHNOLOGICAL</b>	
Wide range of business and ICT companies in Vilnius	The rapid pace of change in the IT market, which, due to costs, is difficult to keep up with in terms of hardware and software
<b>INTERNATIONAL</b>	
Globalisation, facilitating international cooperation	Drain of computer science staff by companies
Numerous Lithuanian institutions operating in Vilnius	Lack of external funding to invite foreign lecturers to teach periodically
<b>COMPETITION</b>	
Lack of educational offers in Polish in Lithuania	Competition from strong universities in Vilnius and Kaunas
Activity of European scientific networks seeking partners from smaller academic centres	

### Analysis area "Development"

STRENGTHS	WEAK POINTS
<b>ORGANISATION</b>	
Good relations of the Branch Office with the state institutions of Lithuania and Poland	High level of bureaucracy (by both Polish and Lithuanian authorities) with negative impact on the flexibility of operations
Good relations on the level of authorities and employees of the Branch Office - student	Existence of communication barriers between Branch staff and UB central administration
Effective work of the committees supporting the Branch authorities	Lack of understanding of the specifics of the operation of the Branch Office by the UB authorities
Financial support for Branch students	Low staff participation in the work of the Branch Office
Support from alumni associated with the Alumni Club	The incompatible name of the Branch's management positions, which is incompatible with academic tradition, negatively affects its image
Location of the branch in the economic centre of the country	
<b>INFRASTRUCTURE</b>	
Construction of new branch office	Rented premises insufficiently provide working conditions
Access to extensive library resources: own and UB	Lack of a state-of-the-art IT laboratory and limited resources to regularly renew the IT base
	No dormitory or systemic solution to the problem of students from outside Vilnius
<b>STAFF DEVELOPMENT</b>	
Employment of academic teachers with at least a doctoral degree from universities in Lithuania and Poland	Weak progression in the acquisition of degrees and titles by Branch staff
	Insufficient number of PhDs and post-doctoral fellows employed at the Branch Office
	Inflexible appraisal and motivation system for non-academic staff

<b>COMPUTERISATION OF UNIVERSITIES</b>	
Good access to IT software	Insufficient computer and multimedia equipment and modern software
Integration of a branch office into the EZD system	
<b>FINANCES</b>	
Provide basic funding for the operation of the Branch Office	No direct funding of the Branch Office from the Ministry of Education subsidy
Investment in new premises of the Branch Office carried out mainly with funds from the Ministry of Culture and National Heritage	
<b>PROMOTION</b>	
Annual meetings with high school graduates from Polish-language schools	Lack of an advertising slogan to identify the Branch in promotional activities
Annual participation of branch representatives in the STUDIJS Knowledge, Education and Career Fair	The lack of its own premises makes it impossible to clearly identify the Branch Office
Good relations with journalists from the Polish-language media	
Social media activity	
<b>HAPPENS</b>	<b>DANGER</b>
<b>LEGAL AND POLITICAL</b>	
The branch is integrated into the Lithuanian higher education system, allowing for further development of the	Bureaucratic workload resulting from the need to comply with formal obligations in two legal systems - Polish and Lithuanian
Possibility of employing staff from universities in Lithuania	No possibility of applying for EU funds allocated to Poland
Possibility to apply for Lithuanian projects	
Support of the Embassy of the Republic of Poland in Vilnius.	
<b>ECONOMIC</b>	
Possibility of continuing free studies in Poland and Lithuania	High communal fees of the rented material base

	High sports hall rental fees
<b>SOCIAL</b>	
Attractive courses of study in Polish	Decreasing number of graduates from Polish schools in Lithuania
<b>TECHNOLOGICAL</b>	
Interest of Lithuanian entrepreneurs in establishing cooperation	Significantly limited capacity to keep up with technological change and innovation, especially in IT
<b>INTERNATIONAL</b>	
The only foreign branch of a Polish public university	The need to meet the requirements of the Lithuanian legal system and the Polish legal system for the Branch Office
<b>COMPETITION</b>	
Low tuition fees	Wide offer of courses at Lithuanian universities
Extensive scholarship package	Significantly better offer of Lithuanian universities in terms of material base

## **V. Strategic, operational and sub-objectives**

### **I. Strategic objective: High quality education**

The development of the economy and changes in the social environment not only place high demands on university graduates in terms of knowledge, skills, and social competences, but perpetuate the need to continuously update and improve them. Accordingly, the activity of the Branch focuses primarily on the systematic and comprehensive improvement of the quality of education.

#### **Operational objective 1.1 - Develop and improve the internal quality system for education**

Sub-objective 1.1.1 - Implementation and monitoring of the Branch's policy for the quality of education.

Sub-objective 1.1.2 - Develop new procedures within the internal educational quality system.

#### **Operational objective 1.2 - Improving the education process**

Sub-objective 1.2.1 - To develop the teaching competence of academic staff.

Sub-objective 1.2.2 - Link the educational process to research conducted at UB.

Sub-objective 1.2.3 - Ensure access to modern technologies to support the learning process.

Sub-objective 1.2.4 - Invite visiting professors to participate in the educational process.

Sub-objective 1.2.5 - Increase the participation of practitioners in the implementation of the educational process.

Sub-objective 1.2.6 - Improve learning conditions and the organisation of the teaching process.

**Operational objective 1.3 - Creation of new fields of study corresponding to labour market needs**

Specific objective 1.3.1 - Develop interdisciplinary education programmes.

Specific objective 1.3.2 - Monitor the demand for interdisciplinary graduates in the national market.

**Operational objective 1.4 - Development of various forms of lifelong learning**

Sub-objective 1.4.1 - Create an offer of postgraduate studies to improve participants' professional competences.

Sub-goal 1.4.2 - Create a range of further training courses in line with market needs.

**Operational objective 1.5 - Internationalisation of the education process**

Sub-objective 1.5.1 - Expand educational offerings in foreign languages.

Sub-objective 1.5.2 - Increase the activity of Branch students in taking advantage of relevant programmes and agreements with foreign universities.

Sub-objective 1.5.3 - Increase the interest of foreign students in doing part of their studies at the Vilnius Branch.

**Operational objective 1.6 - Linking education to the economic and social environment**

Sub-objective 1.6.1 - Develop national and international internship and placement programmes for students.

Sub-objective 1.6.2 - Cooperation with schools in the region in the dissemination of knowledge.

**II. Strategic objective: Broad national and international cooperation**

The branch should develop its own network of contacts with national and foreign entities representing diverse spheres of socio-economic life in order to become an academic centre recognised nationally and internationally.

**Operational objective 2.1 - Cooperation with academia and the research community**

Sub-objective 2.1.1 - Increase mobility of academic staff.

Sub-objective 2.1.2 - Co-organisation of scientific and teaching events (conferences, seminars).

Sub-objective 2.1.3 - Seek opportunities for staff to carry out joint research projects with national and international partners.

### **Operational objective 2.2 - Cooperation with schools with Polish as the language of instruction**

Sub-objective 2.2.1 - Offer thematic meetings between Branch academic staff and students.

Sub-objective 2.2.2 - Launch teaching workshops for teachers of schools with Polish as the language of instruction.

Sub-goal 2.2.3 - Open day at the Branch.

Sub-objective 2.2.4 - Joint activities to integrate the two communities.

### **Operational objective 2.3 - Cooperation with business**

Sub-objective 2.3.1 - Seek partners among businesses and conclude cooperation agreements.

Sub-objective 2.3.2 - Engage in dialogue with the business community to align education programmes with employers' expectations.

Sub-objective 2.3.3 - Prepare a range of services offered to business organisations.

### **Operational objective 2.4 - Cooperation with public institutions**

Sub-objective 2.4.1 - Establish and maintain cooperation with Polish public institutions.

Sub-objective 2.4.2 - Establish and maintain cooperation with Lithuanian public institutions.

Sub-objective 2.4.3 - Establish and maintain cooperation with international public institutions.

## **III. Strategic objective: Future-oriented professional management of the subsidiary**

The Branch aims to become an integrated organism, using the best available methods and means of modern, knowledge- and experience-based management of its own potential, aiming



to achieve its mission effectively and efficiently. This will be achieved primarily by developing the strategic management of the Branch and increasing the efficiency of the administration. It is also necessary to improve the financial management system.

**Operational objective 3.1 - Develop strategic unit management within UB**

Sub-objective 3.1.1 - Develop a Branch Development Strategy for 2023-2030.

Sub-objective 3.1.2 - Develop a system for the implementation and monitoring of the Branch Development Strategy 2023-2030.

**Operational objective 3.2 - Improve the efficiency of the Branch administration**

Sub-objective 3.2.1 - Implement modern management methods, techniques and solutions.

Sub-objective 3.2.2 - Improve the system that motivates administrative staff to improve their professional skills and development.

Sub-objective 3.2.3 - Transition to an electronic workflow.

**Operational objective 3.3 - Develop an integrated system of communication between the branch and the outside world**

Sub-objective 3.3.1 - Intensify cooperation with city, regional and business authorities.

Sub-goal 3.3.2 - Strengthen links with alumni.

Sub-objective 3.3.3 - Monitor and diagnose the public image of the Branch.

**Operational objective 3.4 - Develop branch infrastructure for high quality teaching**

Sub-objective 3.4.1 - To develop and update a statement of material needs to ensure the delivery of the teaching process in all courses offered by the Branch.

Sub-objective 3.4.2 - Planning of expenditure from the Branch's own resources for the expansion and modernisation of the material base.

Sub-objective 3.4.3 - Undertake initiatives to attract external funding to expand and modernise the material base of the Branch.

**Operational objective 3.5 - Improving the financial management system**

Specific objective 3.5.1 - Improve the Branch's budget planning procedures.

Specific objective 3.5.2 - Develop rules for monitoring the financial system of the Branch.

## VI. Strategic charters

### Area "High quality education"

<b>Operational objective 1.1 - DEVELOPMENT AND IMPROVEMENT OF THE INTERNAL QUALITY SYSTEM OF EDUCATION</b>				
<b>Action</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Outcome/indicator</b>	<b>Potential source of funding</b>
<b>Sub-objective 1.1.1 - Implementation and monitoring of the Branch's policy for the quality of education</b>				
Analysis of the reports of the Faculty Quality of Education Committee	Management, Plant Managers, Branch Council	Once a year	Identification of problem areas and type of corrective action Degree of implementation of assumptions and plans related to the quality of education	No outlay
1.1.1.2. Assessment of the level of satisfaction with the quality of education among students	Student Council	After the end of the semester	Index of student satisfaction with the quality of education (modified NPS-Net Promoter Score)	No outlay
Comparative analysis of available educational quality policy reports of other units	Learning Quality Team	Once a year	List of key learning quality challenges common to different units	No outlay
<b>Sub-objective 1.1.2 - Develop new procedures as part of the internal education quality system</b>				
Draft new procedures within the internal educational quality system	Management, Learning Quality Team	December 2023	Precise procedures within the internal educational quality system that generate the necessary data and are subject to evaluation activities	No outlay
Monitor the implementation and functioning of the procedures within the internal educational quality system	Management, Learning Quality Team	At the end of each semester	Collection of data on the functioning of the education quality system	No outlay
<b>Operational objective 1.2 - DEVELOPMENT OF THE EDUCATION PROCESS</b>				
<b>Action</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Outcome/indicator</b>	<b>Potential source of funding</b>
<b>Sub-objective 1.2.1 - Developing the teaching competence of academic staff</b>				
Continuous monitoring of the university and external offer of training courses and workshops in the field of broadly understood teaching competences	Management	Still	Teaching development indicator for academic staff: Number of teachers improving their teaching competences in the given academic year/Number of academic teachers employed in the Branch Office	No costs
1.2.1.2 Monitoring teacher performance	Management Heads of Department	After the end of the year	Student grade statements. Results of teaching hospitality.	No costs
<b>Sub-objective 1.2.2 - Linking the education process with research conducted at UB</b>				

Review of the number of UB publications in the subject literature in the syllabuses	Learning Quality Team	Once a year	Number of publications by UB employees to the number of total literature items in the syllabus	No costs
1.2.2.2 Monitoring staff involvement in UB research	Management	Once a year	Number of author/co-author publications by Branch staff	No costs
<b>Sub-objective 1.2.3 - Ensure access to modern technology to support the learning process</b>				
1.2.3.1 Summary of modern technologies supporting the educational process at the disposal of academic teachers teaching at the Branch	Secretariat	Once a year	List of modern technologies supporting the learning process available to academic teachers teaching at the Branch Office	No costs
1.2.3.1 Inclusion in the subjects taught of activities carried out with the use of modern teaching technologies	Management Secretariat	Once a semester	Share of classes conducted with the use of modern teaching technologies in the total number of classes	No costs
<b>Sub-objective 1.2.4 - Invite visiting professors to participate in the educational process</b>				
1.2.4.1 Promotion of conditions for teaching by visiting professors	Management, Career and Promotion Office	Still	Number of visiting professors	Own resources, external funding
<b>Sub-objective 1.2.5 - Increase the involvement of practitioners in the delivery of education</b>				
1.2.5.1 Preparation and improvement of subject programmes in cooperation with external stakeholders	Management	End of first semester	Number of subject programmes developed	No costs
1.2.5.2 Implementation of subjects in cooperation with practice representatives	Management Heads of Department	Still	Number of hours carried out by practitioners in subjects	No costs
<b>Sub-objective 1.2.6 - Improving learning conditions and organisation of the teaching process</b>				
1.2.6.1. Updating and expanding library resources	Management, library staff	Still	Number of newly acquired library resources	Own resources
1.2.6.2. Systematic updating of the Branch website	Management, Career and Promotion Office, IT Technician	Still	Number of updates	No costs

<b>Operational objective 1.3 - DEVELOPMENT OF NEW DIRECTIONS OF STUDY THAT RESPOND TO LABOUR MARKET REQUIREMENTS</b>				
<b>Action</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Outcome/indicator</b>	<b>Potential source of funding</b>
<b>Sub-objective 1.3.1 - Monitor the demand for interdisciplinary graduates in the national market</b>				
1.3.1.1 Review job advertisements and statistical data related to interdisciplinary fields of study	Management Secretariat	Every year by 31 December	Ranking of the most popular fields of study in Lithuania in terms of matching employer demand	No costs
<b>Sub-objective 1.3.2 - Develop interdisciplinary education programmes</b>				
1.3.2.1. Cooperation with other faculties in the preparation of curricula taking into account the various fields of study	Management Committee on Quality of Education	Still	Number of jointly developed training programmes	No costs

<b>Operational objective 1.4 - DEVELOPMENT OF VARIOUS FORMS OF CONTINUING EDUCATION</b>				
<b>Action</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Outcome/indicator</b>	<b>Potential source of funding</b>
<b>Sub-objective 1.4.1 - Creation of an offer of postgraduate studies improving participants' professional competences</b>				
1.4.1.1. Creation of postgraduate study offers	Directorate, task force	31 March 2025 31 March 2028	Number of new postgraduate offers	No costs
Promote the concept and practice of lifelong learning in the business environment	Management, Career and Promotion Office	Still	Number of meetings, publications	No costs
<b>Sub-objective 1.4.2 - Develop a range of further training courses in line with market needs</b>				
1.4.2.1. Creation of further training course offers	Directorate, task force	30 June 2024 and every two years thereafter	Number of further education courses created and available	No costs

<b>Operational objective 1.5 - INTERNATIONALISATION OF THE EDUCATION PROCESS</b>				
<b>Action</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Outcome/indicator</b>	<b>Potential source of funding</b>
<b>Sub-objective 1.5.1 - Expanding education in foreign languages</b>				
1.5.1.1. Broaden the range of subjects offered in foreign languages in the study programmes offered	Directorate Plant Managers	Still	Number of items on offer	Own resources
<b>Sub-objective 1.5.2 - Increase the activity of Branch students in taking advantage of relevant programmes and agreements with foreign universities</b>				
1.5.2.1. Promotion of student exchange among Branch students	Directorate, Erasmus+ Programme Coordinator Career and Promotion Office	Continued	Number of students doing part of their studies in foreign centres	No costs
<b>Sub-objective 1.5.3 Increase the interest of foreign students to study part of their studies at the Vilnius Branch.</b>				
Broadening the range of subjects that can be taught in foreign languages	Management, Plant Managers	Still	Number of items on offer	No costs
1.5.3.2. Development of a system for promoting studies at the UB Branch aimed at foreigners	Directorate, Erasmus+ Programme Coordinator Career and Promotion Office	Still	Number of foreign students in the total number of students	Own resources

<b>Operational objective 1.6 - CONNECTING EDUCATION WITH THE ECONOMIC AND SOCIAL ENVIRONMENT</b>				
<b>Action</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Outcome/indicator</b>	<b>Potential source of funding</b>
<b>Sub-objective 1.6.1 - Develop national and international internship and placement programmes for students</b>				
2.6.1.1 Conclude contracts and agreements with employers in Lithuania for student internships and placements	Directorate, Career and Promotion Office	Still	Number of agreements concluded	No costs
2.6.1.2. conclude contracts and agreements with employers in the EU for the provision of internships and placements for students, including through the Erasmus+ programme	Directorate, Erasmus+ Programme Coordinator Careers and Promotion Office	Still	Number of agreements concluded	No costs
<b>Sub-objective 1.6.2 - Cooperation with schools in the region to disseminate knowledge</b>				
2.6.2.1. Identification of learning needs of school teachers and implementation of activities	Management, Career and Promotion Office	Still	Number of meetings held, courses delivered, training provided	Own funds, participant funds cows
2.6.2.2. Organise educational and promotional meetings with students in schools and in the Branch Office.	Management, Career and Promotion Office Student Council	Still	Number of meetings held	Own resources
2.6.2.3. Participation of Branch representatives in educational fairs and events	Management, Career and Promotion Office Student Council	Still	Number of events attended by Branch representatives	Own resources

### **Area "Broad national and international cooperation"**

<b>Operational objective 2.1 - COOPERATION WITH ACADEMIC CENTRES AND SCIENTIFIC CENTRES</b>				
<b>Action</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Outcome/indicator</b>	<b>Potential source of funding</b>
<b>Sub-objective 2.1.1 - Increase the mobility of academic staff</b>				
Expanding the list of centres with which the Branch has signed Erasmus+ agreements	Directorate, Heads of Department	Still	List of listed centres	No outlay
<b>Sub-objective 2.1.2 - Co-organisation of scientific and teaching events (conferences, seminars)</b>				
2.1.2.1 Partnership in the organisation of student conferences	Director, Heads of Department, Student Council	Still	Number of conferences in which the Branch is a partner	Own resources,

				External measures
2.1.2.2. Organisation of scientific and didactic seminars	Directorate, Heads of Department	Still	Number of seminars organised	Own resources, External measures
<b>Sub-objective 2.1.3 - Seek opportunities for staff to carry out joint research projects with national and international partners</b>				
2.1.3.1. Monitoring the offer of national research projects	Directorate, Heads of Department	Still	Number of staff participating in national research projects	No outlay
2.1.3.2. Monitoring the offer of foreign research projects	Directorate, Heads of Department	Still	Number of staff participating in research projects abroad	No outlay

<b>Operational objective 2.2 - COOPERATION WITH SCHOOLS WITH THE POLISH LANGUAGE OF TEACHING</b>				
<b>Action</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Outcome/indicator</b>	<b>Potential source of funding</b>
<b>Sub-objective 2.2.1 - Thematic offer of meetings between Branch academic staff and students</b>				
2.2.1.1. Expanding the range of activities aimed at students	Management, Plant Managers	Still	Number of activity offers	No costs
2.2.1.2. Promoting the offer of activities aimed at pupils	Management Career and Promotion Office	Still	Number of classes held	No costs
<b>Sub-objective 2.2.2 - Launching teaching workshops for teachers of schools with Polish as the language of instruction</b>				
2.2.2.1. Preparation of the offer	Management, Plant Managers	Still	Number of workshops planned	No costs
2.2.2. Promotion of the offer	Management Career and Promotion Office	Still	Number of workshops held	No costs
<b>Sub-objective 2.2.3 - Open day at Branch Office</b>				
2.2.3.1 Preparation and implementation of the Branch Open Day	Management, Plant Managers, Careers and Promotions Office, Student Council	May 2024	Number of participants/candidates	Own resources Sponsors
<b>Sub-objective 2.2.4 - Joint actions integrating both communities</b>				
2.2.4.1 Planning events to integrate the secondary school and academic community	Directorate, Career and Promotion Office	Still	Number of potential events	Own resources, external funding
2.2.4.2 Implementation of events integrating the secondary school and academic community	Management, Plant managers Career and Promotion Office Student Council	Still	Number of participants in potential events	Own resources, external funding

<b>Operational objective 2.3 - BUSINESS COOPERATION</b>
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Action	Responsibility	Deadline	Outcome/indicator	Potential source of funding
<b>Sub-objective 2.3.1 - Seeking business partners and concluding cooperation agreements</b>				
2.3.1.1. Establishing contacts with new labour market partners	Management	Still	Number of meetings held	No costs
<b>Sub-objective 2.3.2 - Engage in dialogue with the business community to align education programmes with employers' expectations</b>				
2.3.2.1. Meetings with the Advisory Board	Management	Once a year	Number of meetings held	No costs
<b>Sub-objective 2.3.3 - Preparation of a range of services offered to business organisations</b>				
2.3.3.1. Preparation of the offer	Management	Still	Number of events planned	No costs

<b>Operational objective 2.4 - COOPERATION WITH PUBLIC INSTITUTIONS</b>				
Action	Responsibility	Deadline	Outcome/indicator	Potential source of funding
<b>Sub-objective 2.4.1 - Establish and maintain cooperation with Polish public institutions</b>				
2.4.1.1. Meetings with representatives of the institutions	Management	Still	Number of meetings held	No costs
2.4.1.2. Organisation of joint ventures	Management	Still	Number of events organised	No costs
<b>Sub-objective 2.4.2 - Establish and maintain cooperation with Lithuanian public institutions</b>				
2.4.2.1. Meetings with representatives of the institutions	Management	Still	Number of meetings held	No costs
2.4.2.2. Organisation of joint ventures	Management	Still	Number of events organised	
<b>Sub-objective 2.4.3 - Establish and maintain cooperation with international public institutions</b>				
2.4.3.1. Meetings with representatives of the institutions	Management	Still	Number of meetings held	No costs
2.4.3.2. Organisation of joint ventures	Management	Still	Number of events organised	

### Area "Future-oriented professional branch management"

<b>Operational objective 3.1 - INTRODUCE STRATEGIC UNIT MANAGEMENT within UB</b>				
Action	Responsibility	Deadline	Outcome/indicator	Potential source of funding
<b>Sub-goal 3.1.1 - Develop a Branch Development Strategy for 2023-2030</b>				
Formulation of the mission, vision, strategic objectives of the Branch Office	Management, Branch Council, Student Council	April 2023	Branch Development Strategy 2023-2030	No costs
3.1.1.2. Formulation of operational objectives and	Directorate, Branch Council	May 2023	Strategy cards	No costs



sub-tasks for individual units of the Department				
<b>Sub-objective 3.1.2 - Develop an implementation and monitoring system for the Branch Development Strategy 2023-2030.</b>				
3.1.2.1 Establish a strategy monitoring team - Branch Development Strategy Committee	Management	June 2023	Resolution of the Branch Council	No costs
3.1.2.2. Develop principles for the organisation and operation of a system for monitoring and implementing the strategy	Management, Development Strategy Committee	September 2023	An act setting out the principles for the organisation and operation of a system for monitoring and implementing the strategy	No costs

<b>Operational objective 3.2 - IMPROVE THE EFFECTIVENESS OF THE FILE ADMINISTRATION'S WORK</b>				
<b>Action</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Outcome/indicator</b>	<b>Potential source of funding</b>
<b>Sub-objective 3.2.1 - Implement modern management methods, techniques and solutions</b>				
3.2.1.1. Redesigning processes requiring improvement	Directorate, Head of Secretariat	Still	List of key processes with indication of their effectiveness and changes made	No costs
<b>Sub-objective 3.2.2 - Improve the system that motivates administration staff to improve their professional skills and development</b>				
3.2.2.1. Analysis of existing human capital, development of career path principles for administrative staff	Directorate, Head of Secretariat	October 2023	Analysis report	No costs
3.2.2.2. Develop and implement training programmes for staff to improve the quality of the implementation of the strategic tasks of the Branch.	Directorate, Head of Secretariat	Every year at the end of the calendar year	Schedule of training programmes for each year	Own and external funds
<b>Sub-objective 3.2.3 - Develop and implement an effective performance appraisal system for administrative staff</b>				
3.2.3.1 Develop criteria and timetable for the evaluation of individual administrative jobs	Directorate, Head of Secretariat	December 2023	List of evaluation criteria, evaluation schedule	No costs
3.2.3.2 Development and implementation of an electronic version of a non-academic staff member's achievement card	Head of Secretariat, Technician - IT	December 2023	Order of the Dean	Own resources
<b>Sub-objective 3.2.4 - Transition to an electronic workflow</b>				
3.2.4.1. Extend the activities of the EZD electronic document circulation system in terms of informing employees	Head of Secretariat, Technician - IT	Still	Number of types of documents included in the electronic workflow system	No costs

<b>Operational objective 3.3 - DEVELOPMENT OF THE INTEGRATED COMMUNICATION SYSTEM OF THE PHILIP WITH THE ENVIRONMENT</b>				
<b>Action</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Outcome/indicator</b>	<b>Potential source of funding</b>
<b>Sub-objective 3.3.1 - Intensify cooperation with city, regional and business authorities</b>				
3.3.1.1. Conclusion or extension of existing cooperation agreements with city, regional and business representatives	Management	Still	Number of agreements concluded	No costs
<b>Sub-objective 3.3.2 - Strengthen links with alumni</b>				
3.3.2.1 Develop and implement a plan for monitoring the fate of graduates	Directorate, Head of the Secretariat, Career and Promotion Office	September 2024	Alumni monitoring plan, indicators included in the plan	Own resources
3.3.2.2. Cooperation with the Alumni Club	Directorate, Career and Promotion Office	Still	Number of organisational meetings and joint interactions	Own resources
<b>Sub-goal 3.3.3. Monitor and diagnose the public image of the Branch Office</b>				
3.3.3.1 Monitor media outlets containing information affecting the public image of the Department	Directorate, Secretariat, Career and Promotion Office	Still	Quarterly monitoring reports	No costs
3.3.3.2. Use of image enhancement measures	Dean, Pro-Dean, Career and Promotion Office	Still	Number of messages strengthening the public image of the Branch Office	Own resources

<b>Operational objective 3.4 - DEVELOPMENT OF THE INFRASTRUCTURE OF THE FIELD TO ENSURE HIGH QUALITY TEACHING</b>				
<b>Action</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Outcome/indicator</b>	<b>Potential source of funding</b>
<b>Sub-objective 3.4.1 - To develop and update a statement of material needs to ensure the delivery of the teaching process in all courses offered by the Branch.</b>				
3.4.1.1. Developing and updating the material needs of the Branch Office	Management Heads of Department Accounting Officer	Once every six months	Periodically updated list of needs	Own resources
<b>Sub-objective 3.4.2 - Planning expenditure from the Branch's own resources to expand and modernise the material base</b>				
3.4.2.1. Establishment of a consultative team for infrastructure projects	Management	September 2023	Director's order	No costs
3.4.2.2. Development of conditions for applying for external support	Consultation team for infrastructure projects	Continued	Number of applications submitted	No costs
<b>Sub-objective 3.4.3 - Undertake initiatives to attract external funding to expand and modernise the material base of the Branch Office</b>				

3.4.3.1. Identification of groups of actors who can financially support the Branch Office	Directorate, Infrastructure Project Consultation Team	September 2023	Summary of entities	No costs
3.4.3.2 Apply for funding to identified actors in all groups	Secretariat, Consultative team for infrastructure projects	Continued	Number of applications submitted Volume of financial/ in-kind support received	Own resources

<b>Operational objective 3.5 - IMPROVEMENT OF THE FINANCIAL MANAGEMENT SYSTEM</b>				
<b>Action</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Outcome/indicator</b>	<b>Potential source of funding</b>
<b>Sub-objective 3.5.1 - Improve and implement the Branch's budget planning procedures</b>				
3.4.1.1. Developing a policy for improving budgetary procedures	Management, Accountant	Still	Policy definition document	No costs
<b>Sub-objective 3.5.2 - Develop rules for monitoring the financial system of the Branch Office</b>				
3.5.2.1 Develop principles for monitoring the performance of the Department's financial system	Management, Accountant	Still	Quarterly financial analyses reflecting the functioning of the department's financial system	No costs

## VII. Risk analysis

Two variables were used to assess the level of risk: the probability of occurrence and the severity of impact, adopting a three-level scale in both cases.

Probability of risk	Scale	Impact of the risk	Scale
Low	1	Small	1
Medium	2	Average	2
High	3	Large	3

The value of the risk was calculated as the product of the two variables, according to the formula:

$$\text{magnitude of risk} = \text{probability of occurrence} * \text{strength of impact}$$

This produces scores on a scale of 1 to 9. This, in turn, makes it possible to determine the level of significance for achieving the objectives. Here, too, a three-stage scale is adopted: *low materiality* (1-2), i.e., those risks that have a very low probability of occurrence or the impact is low; *significant* (3-4), i.e., those risks that have extremely different scores on the scale or are at an average level; *very significant* (6-9), i.e., those risks that can significantly affect the achievement of objectives. The level of materiality also determines the suggested response to the occurrence of a given risk.

L.p.	Description of risks	Risk category	Probability of risk	Impact of the risk	Magnitude of risk	Risk response	Strategic objective I	Strategic objective II	Strategic objective III
1.	A change in legislation in Poland and/or Lithuania concerning higher education, leading to mutually exclusive legislation that will make it impossible for the Branch to operate in compliance with the legislation of either country. A stalemate situation, taking away the opportunity to operate in its current form.	political	2	3	6	<p><b>Risk mitigation:</b></p> <ul style="list-style-type: none"> <li>constant monitoring of legislative announcements and actual changes implemented in both countries</li> <li>cooperation with branch supervisors and raising awareness of the complexity of the legal situation</li> </ul> <p><b>Active acceptance:</b></p> <ul style="list-style-type: none"> <li>taking action in compliance with the law and creating new opportunities to operate despite changes in the legal environment</li> </ul>	*	*	*
2.	The divergence of political interests between Poland and Lithuania, which may result in radical steps to restrict the operation of the Branch in Lithuania	political	1	3	3	<p><b>Risk mitigation:</b></p> <ul style="list-style-type: none"> <li>Permanent monitoring of international relations between Lithuania and Poland</li> <li>cooperation with representatives of Polish and Lithuanian political circles</li> <li>making the necessary effort to represent European values in order to avoid controversy in this area</li> </ul> <p><b>Active acceptance:</b></p> <ul style="list-style-type: none"> <li>to act in the interest of the home country and to respect political decisions relating to the activities of the branch</li> <li>seeking support from European institutions that can moderate the positions of the countries in dispute</li> </ul>	*	*	*
3.	A change in the perception of tertiary education by the Polish community in Lithuania, from an opportunity for the future to a cause of delayed entry into the labour market.	Social	1	3	3	<p><b>Risk mitigation:</b></p> <ul style="list-style-type: none"> <li>actively participate in education at secondary school level with Polish as the language of instruction and monitor the views of young people and parents</li> <li>cooperation with the employer community to promote higher education among employees</li> </ul> <p><b>Active acceptance:</b></p> <p>making the forms of education more flexible so that people can work and continue their education at the same time (e.g. evening or part-time studies and distance learning)</p>	*	*	*

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L.p.	Description of risks	Risk category	Probability of risk	Impact of the risk	Magnitude of risk	Risk response	Strategic objective I	Strategic objective II	Strategic objective III
4.	Dissemination of negative opinions about the performance of the Branch and its graduates by individuals and/or media with a high opinion-forming power, causing a deterioration of the reputation of the university.	Social	2	3	6	<p><b>Risk mitigation:</b></p> <ul style="list-style-type: none"> <li>constant monitoring of the media for published opinions on the operation of the Branch Office</li> <li>cooperation with secondary schools with Polish as the language of instruction</li> <li>open communication through the media mainly with Poles in Lithuania</li> </ul> <p><b>Active acceptance:</b></p> <ul style="list-style-type: none"> <li>face-to-face meetings with Branch stakeholders to promote the mission and values</li> <li>maintaining a positive image of the Branch in a transparent and consistent manner</li> </ul>	*	**	*
5.	Drastic increase in operating costs of the Branch	economic	2	3	6	<p><b>Risk mitigation:</b></p> <ul style="list-style-type: none"> <li>seek to secure a dedicated subsidy for the operation of the Branch Office</li> <li>cooperation with representatives of the Ministry of the Environment to raise awareness of the specifics of the operation of the Branch Office, particularly in economic terms</li> <li>preparation of rational action plans in view of the increasing costs of operation of the Branch Office</li> </ul> <p><b>Active acceptance:</b></p> <ul style="list-style-type: none"> <li>a reduction in the operating costs of the Branch Office in areas beyond its current operation</li> <li>seeking financial support from European institutions that support education in the Member States</li> </ul>	*	*	*
6.	The introduction of mandatory high tuition fees at institutions such as the Branch of	economic	2	3	6	<p><b>Risk mitigation:</b></p> <ul style="list-style-type: none"> <li>Permanent monitoring of the plans of the Ministry of Education, Science and Sports of Lithuania</li> <li>cooperation with Lithuanian facilities that may also be adversely affected by such changes and joint preventive action</li> </ul> <p><b>Active acceptance:</b></p> <ul style="list-style-type: none"> <li>seeking external sources of funding to reduce the level of fees for students at the Branch Office</li> </ul>	*	*	*
7.	Launch of programmes supporting higher education among national minorities at Lithuanian universities	competitive	1	3	3	<p><b>Risk mitigation:</b></p> <ul style="list-style-type: none"> <li>Permanent monitoring of programmes launched at Lithuanian universities aimed at national minorities</li> <li>Cooperation with representatives of academic circles in Lithuania</li> <li>developing the image of a reliable partner among Poles in Lithuania</li> </ul> <p><b>Active acceptance:</b></p> <ul style="list-style-type: none"> <li>seeking a similar/better level of support from institutions in Poland</li> <li>seeking support from the European institutions</li> </ul>	*	*	*

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L.p.	Description of risks	Risk category	Probability of risk	Impact of the risk	Magnitude of risk	Risk response	Strategic objective I	Strategic objective II	Strategic objective III
8.	Establishment of attractive fields of study, prioritised by employers, by Lithuanian universities	competitive	2	2	4	<p><b>Risk mitigation:</b></p> <ul style="list-style-type: none"> <li>Permanent monitoring of Lithuanian labour market needs</li> <li>opening new courses or modifying existing ones to meet the needs of the labour market</li> <li>cooperation with Lithuanian universities in the implementation of attractive courses</li> </ul> <p><b>Active acceptance:</b></p> <ul style="list-style-type: none"> <li>the high quality and interdisciplinary nature of the degree courses offered at the Branch</li> <li>supporting graduates in their search for employment</li> </ul>	*	*	*
9.	Change in decision-making positions and take their own different strategic directions	internal	3	3	9	<p><b>Risk mitigation:</b></p> <ul style="list-style-type: none"> <li>seeking support for the strategy from internal stakeholders</li> <li>promotion of the strategy among decision-makers in UB authorities</li> <li>making broad-based efforts to promote acceptance of the strategy among stakeholders in Lithuania</li> </ul> <p><b>Active acceptance:</b></p> <ul style="list-style-type: none"> <li>convincing new decision-makers of the Branch's goals and mission</li> <li>finding common ground between the existing Strategy and new concepts for the development of the Branch Office</li> </ul>	*	*	*
10.	Unfavourable, from the point of view of the employees of the Branch, personnel and salary policy of the UB authorities, reducing the attractiveness of work and promotion prospects	internal	2	3	6	<p><b>Risk mitigation:</b></p> <ul style="list-style-type: none"> <li>developing a strong position in the bodies of UB (Senate)</li> <li>cooperation with opinion leaders at UB (trade unions)</li> <li>seeking flexibility in terms of employment (including remuneration) for Branch staff</li> </ul> <p><b>Active acceptance:</b></p> <ul style="list-style-type: none"> <li>negotiating new terms and conditions of employment for those employed at the Branch Office</li> <li>seeking other ways to improve working conditions dependent on the Branch authorities</li> </ul>	*	*	*