

**UNIVERSITY OF BIAŁYSTOK - FACULTY OF ECONOMICS
AND INFORMATICS IN VILNIUS**

**DEVELOPMENT STRATEGY OF THE
FACULTY OF ECONOMICS AND INFORMATICS IN VILNIUS
FOR 2015-2024 YEARS**

VILNIUS 2015

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I. INTRODUCTION

The University of Białystok Faculty of Economics and Informatics in Vilnius (*in Lithuanian Balstogės Universiteto filialas “Ekonomikos-informatikos fakultetas”*) commenced activities in Lithuania as a foreign branch of the University of Białystok (UB) in August 2007.) It was not easy to find a place in the competitive Lithuanian education market, however, during eight years of operation, the Faculty established three study fields (Economics, Informatics, and European Studies), prepares economics at both, bachelor and master levels, and prepared 473 graduates.

This may be considered a success, however it has become increasingly more difficult to function in the modern economy. Due to demographic decline, society ageing, economic migration of thousands of young people, as well as education mobility, fierce fighting for the student goes on. New challenges require great creative efforts of the academic community and respective financial resources. In the modern market, the school has to compete not only for local, but also for foreign services providers. A higher education shifts from the national to the European, and even global level.

To solve these problems, long-lasting contemplation and action is necessary. An instrument facilitating the management of the faculty’s development is a strategy that enables to coordinate actions in order to implement the goals set.

The goal of this *Development Strategy* is to determine the main areas where the management, staff and students of the Faculty of Economics and Informatics in Vilnius (hereinafter – the Faculty) has to focus attention to in order to be a leading educational institution in the regional and national map, offering a high quality teaching, scientific research and partnership with the environment.

This document is a renewed version of *the Activity Strategy of Faculty of Economics and Informatics in Vilnius for 2008-2015*, adopted on 15 November 2008. It was prepared on the basis of the *Development Strategy of the University of Białystok for 2014-2024* adopted by the UB Senate in December 2014, and recommendations of the Expert Group during accreditation of the institution carried out in March 2015 of the Centre for Quality Assessment in Higher Education under the Ministry Education and Science of the Republic of Lithuania, and during accreditation of the Polish accreditation commission carried out in June 2015.

This strategic options laid down in this document are associated with actions on which competitiveness of the Faculty of Economics and Informatics in Vilnius and successful use of resources and skills thereof will depend.

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II. STRATEGY CREATION METHODOLOGY

The Faculty's development strategy was been prepared on the basis of the development strategy of the University of Białystok for 2014-2024 and recommendations of the Expert Group. This document was prepared in four successive stages: organization, research, conceptuality and final.

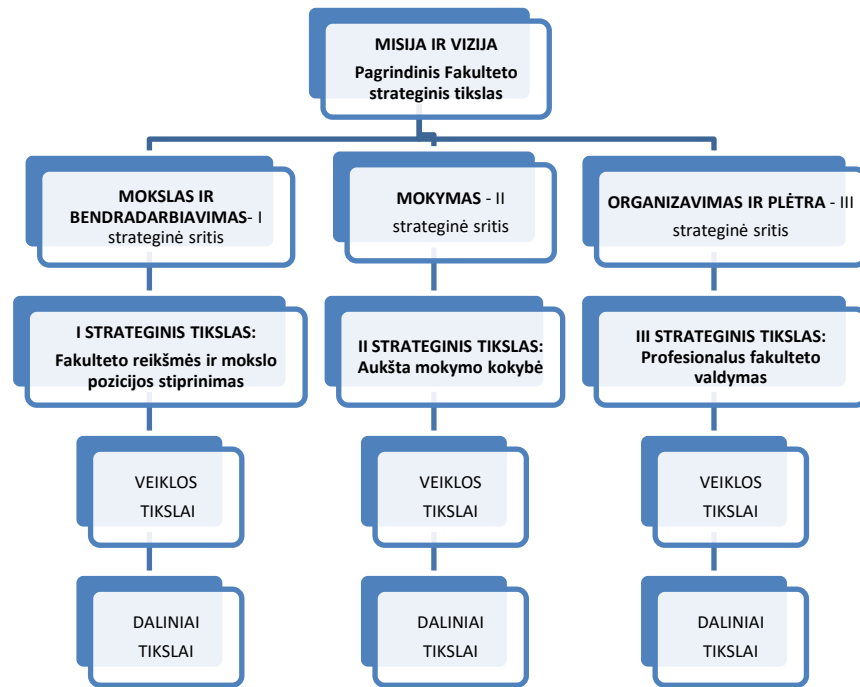
At first, a workgroup was formed and three main areas were defined where all research and conceptual works of the *Strategy* were focused to. The following strategic areas were determined:

- “Science and cooperation” - I strategic area;
- “Teaching” - II strategic area;
- “Organization and development” - III strategic area.

Fig. 1 Strategy structure of the Faculty of Economics and Informatics in Vilnius

MISSION AND VISION
Main strategic goal of the Faculty

SCIENCE AND COOPERATION - I strategic area	TEACHING - II strategic area	ORGANIZATION AND DEVELOPMENT - III strategic area
I STRATEGIC GOAL Strengthening of the Faculty's significance and scientific position	II STRATEGIC GOAL: High quality teaching	III STRATEGIC GOAL: Professional management of the Faculty
ACTIVITY GOALS	ACTIVITY GOALS	ACTIVITY GOALS
PARTIAL GOALS	PARTIAL GOALS	PARTIAL GOALS



Source: prepared by staff.

The three accepted strategy areas were assigned activity goals and partial objectives (goals) aimed to implement the defined strategic goals.

To renew the *strategy* it was necessary to make a thorough assessment of all factors and resources at the disposal of the Faculty. The assessment covered:

1. survey of the Faculty staff ;
2. survey of the Faculty students;
3. study of vocational improvement curricula of graduate-class pupils at schools in Vilnius, Šalčininkai and Trakai districts where the language of instruction is Polish;
4. analysis of compatibility of the existing strategy of the Faculty with strategic documents of Poland, Lithuania and the European Union;
5. assessment of the existing development strategy of the Faculty;
6. demographic analysis and forecasting of the Lithuanian residents;
7. research of employers' expectations with respect to the Faculty's graduates;
8. analysis of the Faculty's competition in the Lithuanian and European markets.

After fulfilling these investigation works, the mission and vision of the Faculty were defined, strategic and partial goals were set based on the generally accepted principle *SMART* (S – specific, defined in great detailed; M – measurable, precisely expressing indicators according to which it is

possible to assess their implementation; A – compatible with the academic community; R – realistic with respect to the Faculty’s resources; T – defined on a time-scale).

Another action in renewing the *Strategy* was a description of strategic maps – preparation of action maps for the years 2015–2024 containing a description of specific objectives which implementation lies within responsibility of persons/divisions, their implementation terms, measurable indicators/results and potential financing sources of specific objectives.

After the Faculty’s Council approved the mission, vision as well as strategic, activity and partial goals, also upon inviting the academic community to participate in the implementation of the Faculty’s development strategy for the years 2015-2024, the final stage of the preparation thereof is completed.

Seeking to improve the quality of this document and upon the emergence of any new aspects important for the Faculty, associated with environment changeability, the strategy may be renewed every two years.

III. MISSION OF THE FACULTY OF ECONOMICS AND INFORMATICS IN VILNIUS

The mission expresses the Faculty's philosophy of activity – this is a roadmap of the goals the Faculty will seek to implement in its activities during the years 2015-2024. It meets the Mission of the UB and is conformant with priorities and challenges of higher education development.

It shows that our Faculty sees its mission:

1. to educate the youth at a high level by assisting it to adapt to the labour market needs and requirements of the knowledge economy.

An intermediate goal is to improve the higher education indicator of the Polish national minority in Lithuania which in 2001 was twice below the country's average (63 of 1000 vs. 126 of 1000) and the lowest among other national minority groups in Lithuania (except for Romani). In this context, during a decade of its existence, significance changes are noticeable: in 2011, the aforementioned indicator was 138 residents of 1000, whereas the country's average is 212. Irrespective of positive changes, the higher education indicator of the Polish minority was 1.54 times lower than the country's average and the lowest among other national minorities in Lithuania (except for the Romani minority). Currently, among the Polish minority persons which approximate number is 200 thousand, roughly 23 thousand Polish persons have a higher education, whereas it should be 36 thousand, considering the country's average (212 of 1000);

2. to conduct quality scientific research in the fields of sciences, humanities and social sciences by simultaneously contributing to the scientific knowledge of the world and solution of important modern issues;

3. to strengthen the system of Western European values among the Polish minority in Lithuania;

4. to know and to enrich the cultural heritage in the region.

Our specificity and commercial advantage lies in:

- uniqueness – this is the only branch of a foreign higher education school in Lithuania;
- exceptionality – representatives of the Polish minority may study in the Polish language in Lithuania;
- strong relations of the Faculty with the environment by cooperating with graduates, employer, and different social organizations. External entities participate in improving the teaching process and organizing apprenticeships and placements for students;
- great scientific relationships with higher schools of Poland, Lithuania and European countries.

IV. VISION OF THE FACULTY OF ECONOMICS – INFORMATICS IN VILNIUS

The Faculty of Economics-Informatics in Vilnius – is a research and education institution appreciated in the Lithuanian and Polish market, offering high quality studies, scientific research and partnership with the environment. Teaching is carried out in three directions that are at demand among the youth, whereas graduate specialists do not face any difficulties in getting an employment. Based on information provided by the Ministry of Education and Science of the Republic of Lithuania (MoES), only 1 percent of our Faculty's graduates had a status of the jobless person.

We implement our vision by honouring ethical values and adhering to the main principles of freedom, independence, and research fairness. The Faculty is open for cooperation with environment, this way creating channels of relationships between studies and practice, and actively participates in spreading the knowledge on economics, informatics and culture, as well as strengthening the system of Western European values in society.

V. SWOT ANALYSES

When drafting the Strategy, an analysis of internal and external conditions was based on the classical SWOT analysis.

AREA ANALIZED “SCIENCE AND COOPERATION”

ADVANTAGES	SHORTCOMINGS
DEVELOPMENT OF SCIENTIFIC RESEARCH	
Progressing research achievements the result whereof is an award of B category – previously it was C category	Small research activeness, great number of low rating publications
Unique nature of research associated with Lithuania and Vilnius region	Insufficient dynamics of staff training, long-lasting acquisition of scientific degrees
Convenient location of the Faculty in the country’s capital	Shortage of research projects
	Low effectiveness in fund-raising for scientific research
	Low activeness in trying to get funds from the European Union and the National Research Centre (NRC) for scientific research
	Lack of recognized scientific achievements
	Low staff mobility
COOPERATION OF THE FACULTY WITH BUSINESS ENTITIES, DISSEMIANTION OF KNOWLEGDE TO ECONOMY	
Cooperation with the Polish Business Forum Korona	Weak relations with the business environment
Public meeting with business entities	Minimum number of commercial and implementation investigations
Cooperation with municipalities of Vilnius city, Vilnius district and Šalčininkai district	Absence of a business incubator in the Faculty
DISSEMINATION OF KNOWLEDGE	
Growth in the number of publication in rating and high rating publications	Plenty of publications in local periodic publications
Annually held international conference on economy	Shortage of conference on IT topic
Implementation of the project Battle of Minds	Shortage of public lectures on IT topic
Intensive work of the research circle of F.Hayek KNSE (for economics students)	Low activeness of John von Neumann’s research circle KNSI (for information technology students)
Cooperation with 40 Polish schools in Vilnius region (where there are final classes and instruction is conducted in the Polish language)	No ties with Lithuanian schools
Cooperation with the Association of Polish Scientists in Lithuania	Weak relationship with Lithuanian and international research institutions
OPPORTUNITIES	THREATS
LEGAL AND POLITICAL	
The Faculty has been integrated into the Lithuanian system of higher education – scientific cooperation with Lithuanian higher schools	
Possibility to employ research workers from the Lithuanian higher school	Shortage of transparent assessment criteria
Possibility to join Lithuanian projects	
ECONOMIC	
High level of development of Vilnius county	Low level of development of Vilnius district and Šalčininkai district
Relative strong business environment	Low investments into scientific research
TECHNOLOGICAL	
Broad range of economic and ICT companies in Vilnius	
INTERNATIONAL	

Globalization facilitating international cooperation	Insufficient appreciation of researchers in information technology by firms
Network of EU institutions in Vilnius ES	Shortage of external funds for staff from abroad
ENVIRONMENT	
Convenient location of the Faculty – capital of the EU state	Weak relationships of the Faculty with the research community in Vilnius
COMPETITION	
Shortage of training offered in the Polish language in Lithuania	Competition on part of strong higher schools in Vilnius and Kaunas
Growing interest in research cooperation on part of Europe	Growth in competition for grants

➤ **AREA ANALYZED “TEACHING”**

ADVANTAGES	SHORTCOMINGS
Beginning of master’s degree studies in the field of economics in 2014, what raises competitiveness of the Faculty	Low number of local lecturers for the master’s studies entails dependence on lecturers arriving from the UB
Beginning of bachelor’s degree studies in European studies in 2015	Low number of local lecturers for the European studies
	Difficulties in recruiting independent research and teaching staff members with doctor’s and habilitated doctor’s degrees and speaking the Polish language
Good access to the stock of research literature	Insufficient number of local research and teaching staff members with Dr. and Habil. Dr. degrees
Developing international student exchange <i>ERASMUS</i>	Too low and one-sided participation of students in international <i>ERASMUS</i> and the country’s <i>MOST</i> exchange
Intensive activity of the research circle of F.Hayek KNSE (for economics students)	Not too intensive activity of John von Neumann’s research circle
Possibility to improve learning processes with classes conducted through the e-learning platform	Insufficient number of practical classes, including professional practical trainings
Good student-lecturer and student-administration relationships	Absence of own facilities
Multiculturalism, absence of internal conflicts	Shortage of computer courses and training in information technology
High rate of employability of the Faculty’s graduates in the Lithuanian labour market	Absence of mobility by research and teaching staff according to <i>ERASMUS</i>
Flexibility in creating study programmes and expanding the diversity of teaching services with participation of students and local employees	Modest offer (one) of post-diploma studies and poor interest in post-diploma studies
Good knowledge in Lithuanian of students and staff members	Weak knowledge of English of the research and teaching staff and the administration
Young lecturers	Low supply for teaching in foreign languages
Joining the Faculty’s initiatives by young staff members	Very great number of students who study according to IOS
OPPORTUNITIES	THREATS
Geographical location of the Faculty in Vilnius provides an opportunity to study for residents of the city and vicinities	Demographic decline and associated employment difficulties – reduction in the number of graduates at schools where the language of instruction is Polish, from 1,800 in 2007 to 1,000 in 2015.
Possibility to participate for the business and institutional environment in the process of defence of diploma papers based on examples of Lithuanian higher education schools	Increasingly lower general education level (in Polish language, Mathematics) of applicants to studies and low activeness and creativity of graduates
There is no direct competition in the field of studies where the language instruction is Polish	Great competition in the Lithuanian education market in the area of offered fields of study

Possibility to study a different field in another Lithuanian higher school in parallel	
Possibilities of creating interdisciplinary type fields necessary for the Lithuanian labour market	Insufficient cooperation with Lithuanian higher schools
Possibility to prepare offers designated for middle-aged and senior persons (Life Long Learning, LLL)	The level of the leased facilities reached a critical condition what has a negative effect on the quality of teaching
Possibility of establishing the fields of study in the English language	Limited perspective to get a job compliant with the education profile
Cherishing of current cooperation with the social and economic environment and establishment of a new one	Wrong opinion on the Faculty's students and graduates imposed by some Lithuanian institutions
Possibility to receive funds from outside to support the teaching process	Unwillingness of senior age lecturers to cooperate
Possibility to employ local staff from Lithuanian higher schools	Difficulties in carrying out research consulting in external units

➤ **AREA ANALIZED "ORGANIZATION AND DEVELOPMENT"**

ADVANTAGES	SHORTCOMINGS
ORGANIZATION	
Good relationships of the Faculty with the Ministry of Education and Science of the Republic of Lithuania and Lithuanian and Polish authorities	High level of reporting bureaucratism (on part of Polish and Lithuanian authorities) what has a negative effect on the flexibility of activities
Good relationships between the university and the student	Shortage of efficient cooperation among different employees and persons responsible for a specific field
Good scholarship package for the Faculty's students	Poor activeness of staff members working for the benefit of the Faculty
Low tuition fees for students (fee for the facilities)	
The place of the Faculty in the country's business centre	
INFRASTRUCTURE	
Good location of leased premises	Absence of own headquarters
Good collection of the Faculty's library stock and subscribed publications	Poor quality of leased facilities (there is no cloakroom, gym, canteen, hostel, blinds in the halls)
STAFF DEVELOPMENT	
Employment of professors and independently working research staff from Lithuanian, Polish and Belarussian universities.	Poor increase in the number of professors who defended a doctoral thesis being the Faculty's staff members
	Insufficient number of doctors and habilitated doctors employed in the Faculty
	Still ongoing works in preparing a system for the assessment and promotion of staff members who are not lecturers of higher schools
COMPUTERIZATION OF THE UNIVERSITY	
Good software equipment	Old fashioned computer and multimedia equipment (shortage of interactive boards)
FINANCE	
The Ministry's grant provides with a possibility to develop the Faculty	Tuition fees paid by student for leasing the facilities reduce competitiveness of studies as compared with Lithuanian higher schools
POPULARITY	
Annual meetings with graduates of 40 schools where the language of instruction is English	Absence of a clear, active advertising campaign for study fields conducted out in the Faculty
Annual participation of the Faculty in the studies and career fair at Litexpo exhibition centre	Non-possession of own premise impede clear identification of the Faculty

OPPORTUNITIES	THREATS
LEGAL AND POLITICAL	
The Faculty is connected with the Lithuanian higher education system, what allows further development of facilities	Loading with bureaucratic work by imposing in addition irrelevant obligations, bureaucratization of studies
Possibility to employ research staff of Lithuanian universities	Absence of transparent assessment criteria
Possibility to join Lithuanian projects	Absence of opportunities to use EU Polish projects
ECONOMIC	
Possibility to continue studies in Poland and Lithuania free of charge	Great utility charges of the leased facilities
	Big fees for rental of gyms
SOCIAL	
Studies of attractive study fields in Poland in the Polish language	Negative opinions by particular environments
TECHNOLOGICAL	
Interest of Lithuanian businessmen in establishing cooperation	Absence of a business incubator
INTERNATIONAL	
The only one foreign faculty of the Polish higher school outside the territory of Poland	Different requirements of the Lithuanian legal system and Polish legal system raised for the Faculty
COMPETITION	
Low tuition fee	Small number of “student baskets”
Broad scholarship package	Considerably greater offer for Lithuanian universities in the area of facilities

VI. STRATEGIC, ACTIVITY AND PARTIAL GOALS

I STRATEGIC GOAL: STRENGTHENING SIGNIFICANCE AND RESEARCH POSITION OF THE FACULTY

Seeking to be a significant academic centre at the national and international level, the Faculty has to be distinguished for high standard achievements:

➤ **ACTIVITY GOAL 1.1. – SEEKING THE HIGHEST CATEGORIES OF SCIENCE**

- ✓ Partial goal 1.1.1. – Publishing of research results in high rating scientific publications;
- ✓ Partial goal 1.1.2. – Publishing of publications with ratings at the Faculty;
- ✓ Partial goal 1.1.3. – Increasing the number of projects funded by external sources.

➤ **ACTIVITY GOAL 1.2. – ENHANCING THE IMPORTANCE OF NATIONAL SCIENTIFIC RESEARCH INSTITUTIONS**

- ✓ Partial goal 1.2.1. – Increasing the number of agreements implemented with the country’s and foreign partners and the number of common research projects;

- ✓ Partial goal 1.2.2. Increasing the activeness of participation in international scientific projects;
- ✓ Partial goal 1.2.3. – Increasing mobility of the academic staff;
- ✓ Partial goal 1.2.4. –Increasing the efficiency of fund-raising for research.

➤ **ACTIVITY GOAL 1.3. – ENHANCING EFFICIENCY OF SCIENTIFIC RESEARCH**

- ✓ Partial goal 1.3.1. – Increasing activeness in the field of commercializing scientific research;
- ✓ Partial goal 1.3.2. – Appointing a representative for scientific research affairs;
- ✓ Partial goal 1.3.3. – Improving the system of use and protection of the intellectual property.

II STRATEGIC GOAL: HIGH QUALITY TEACHING

Development of economy and changes in the social environment raise not only high requirements for the higher school graduates in the field of knowledge, skills and social abilities, but also reinforces the need to renew and to improve them on a regular basis. Therefore it may be assumed that activity of the Faculty must be primarily focused on regular and complex improvement of the teaching quality. It is necessary to carry out quality protection actions, what is determined by external factors.

✓ ACTIVITY GOAL 2.1. – DEVELOPMENT AND IMPROVEMENT OF THE INTERNAL CONTROL SYSTEM OF TEACHING

- ✓ Partial goal 2.1.1. – To implement and to monitor the Faculty's policy designated for the quality of teaching.

➤ ACTIVITY GOAL 2.2. – IMPROVEMENT OF THE TEACHING PROCESS

- ✓ Partial goal 2.2.1. – To develop teaching abilities of the academic staff;
- ✓ Partial goal 2.2.2. – To correlate the teaching process with the ongoing scientific research;
- ✓ Partial goal 2.2.3. – To develop modern technologies supporting the teaching process;
- ✓ Partial goal 2.2.4. – To increase the participation of invited professors in the teaching process;
- ✓ Partial goal 2.2.5. – To increase the participation of specialists in implementing the teaching process;
- ✓ Partial goal 2.2.6. – To improve the conditions of teaching and organization of the teaching process.

✓ ACTIVITY GOAL 2.3. – DEVELOPMENT OF NEW INTERDISCIPLINARY TYPE STUDY FIELDS

- ✓ Partial goal 2.3.1. – To prepare interdisciplinary type teaching programmes.

➤ ACTIVITY GOAL 2.4. – DEVELOPMENT OF LIFE-LONG LEARNING FORMS

- ✓ Partial goal 2.4.1. – To develop a diversity of post-diploma studies and qualification improvement courses;
- ✓ Partial goal 2.4.2. – To approve learning achievements acquired at non-higher education institutions.

➤ **ACTIVITY GOAL 2.5. – INTERNATIONALIZATION OF THE TEACHING PROCESS**

- ✓ Partial goal 2.5.1. – To develop a diversity in the teaching of foreign languages;
- ✓ Partial goal 2.5.2. – To increase activeness of the Faculty’s students in the field of use of respective programmes and agreements with foreign higher schools;
- ✓ Partial goal 2.5.3. – To enhance interests of foreign students in taking a part of studies at the Faculty in Vilnius.

➤ **ACTIVITY GOAL 2.6. – CORRELATION OF TEACHING WITH THE ECONOMIC AND SOCIAL ENVIRONMENT**

- ✓ Partial goal 2.6.1. – To develop national and international programmes for student apprenticeships and placements;
- ✓ Partial goal 2.6.2. – To strengthen cooperation with schools in the region in the field of science promotion.

III STRATEGIC GOAL: PROFESSIONAL MANAGEMENT OF HIGHER SCHOOL

The Faculty has to seek to become an integrated system that uses the best available own potential based on knowledge and experience, seeking to implement the mission in an efficient and successful way, modern management methods and instruments. It is assumed that this will be possible upon the introduction of strategic management of the Faculty at first, by enhancing work efficiency of the Faculty’s administration and other organizational units. It is also necessary to improve a financial management system.

➤ **ACTIVITY GOAL 3.1. – IMPLEMENTATION OF STRATEGIC MANAGEMENT OF THE SCHOOL**

- ✓ Partial goal 3.1.1. – To prepare a Faculty development strategy for 2015-2024;
- ✓ Partial goal 3.1.2. – To prepare a system for implementing and monitoring the Faculty development strategy for 2015-2024.

➤ **ACTIVITY GOAL 3.2. – ENHANCING WORK EFFICIENCY OF THE FACULTY’S ADMINISTRATION AND OTHER ORGANIZATIONAL UNITS**

- ✓ Partial goal 3.2.1. – To implement modern methods, ways and solutions in the management field;

- ✓ Partial goal 3.2.2. – To improve a system for the development and improvement of professional skills for the administration officials;
 - ✓ Partial goal 3.2.3. – To prepare and to implement an electronic system for assessing the employees' work;
 - ✓ Partial goal 3.2.4. – To implement an electronic document distribution.
- **ACTIVITY GOAL 3.3. – DEVELOPMENT OF THE SYSTEM FOR FACULTY'S COMMUNICATION WITH ENVIRONMENT**
- ✓ Partial goal 3.3.1. – To strengthen cooperation with the city and district authorities, as well as business;
 - ✓ Partial goal 3.3.2. – To strengthen relationships with graduates;
 - ✓ Partial goal 3.3.3. – To monitor and to assess a social image of the Faculty.
- **ACTIVITY GOAL 3.4. – DEVELOPMENT OF THE FACULTY'S INFRASTRUCTURE SEEKING TO ASSURE THE HIGHEST QUALITY OF SCIENTIFIC RESEARCH AND SCIENCE**
- ✓ Partial goal 3.4.1. – To prepare a plan for financing the acquisition of facilities;
 - ✓ Partial goal 3.4.2. – To motive staff members to appeal to the EU regarding assistance for the construction of facilities, repairs and modernization thereof.
- **ACTIVITY GOAL 3.5. – IMPROVEMENT OF THE FINANCE MANAGEMENT SYSTEM**
- ✓ Partial goal 3.5.1. – To improve and to implement the processes of planning the Faculty's budget;
 - ✓ Partial goal 3.5.2. – To prepare rules for monitoring the functioning efficiency of the Faculty's financial system.

VII. STRATEGIC MAPS

AREA “SCIENCE AND COOPERATION”

➤ Activity goal 1.1 – SEEKING THE HIGHEST CATEGORIES OF SCIENCE				
Action	Responsibility	Time-limit	Indicator/Result	Potential funding source
Partial goal 1.1.1. – Publishing of research results in high rating scientific publications;				
1.1.1.1. Familiarization of staff members with the assessment criteria at the Faculty	Dean	Constantly	Number of points that are taken into consideration when assessing parameters per one lecturer	No expenses
1.1.1.2. Inclusion of the criteria of availability of publication in high rating scientific publications into the staff assessment criteria	Dean	2015/2016	Decision of the Faculty Council: - mgr. 8 p. per year - dr. - 12 p. per year - hab. dr. - 16 p. per year	No expenses
1.1.1.3. Motivation in applying a premium system with regard to a publication in high rating publications	Dean	2015/2016	Inclusion of the criterion of the number of publications in high rating publications into the Faculty’s assessment/award rules.	Own funds of UB, external funds
1.1.1.4. Fostering of staff members to publish research results in scientific publications	Dean	Constantly	Number of publications in scientific publications as compared with the total number of publications	No expenses
1.1.1.5. Organization of conferences at the national and international level	Dean, Vice-dean, Heads of departments	Constantly	Number of organized conferences and their range	Faculty own funds, external funds
1.1.1.6. Increasing the number of monographs published by authors	Dean, heads of departments	Constantly	Number of monographs (moderate level -1 monograph per year; excellent level -2 monographs per year)	Faculty funds
Partial goal 1.1.2. – Publishing of publications with ratings at the Faculty				
1.1.2.1. Preparing a concept of publishing publications with ratings	Dean, Vice-dean, Heads of departments	2016/2017	Number of publications (excellent level - - creation of 1 publication)	No expenses
1.1.2.2. Setting up of editorial boards of international publications	Dean, Vice-dean, Heads of departments	2016/2017	Number of committees	Faculty funds
Partial goal 1.1.3. – Increasing the number of projects funded by external sources				
1.1.3.1. Formation of the advisory group of research projects at the Faculty	Dean, Representative for research affairs	2015	Resolution of Faculty Council	No expenses
1.1.3.2 Training of staff in the field of opportunities for scientific research projects and principles of preparation thereof	Dean, Representative for research affairs	2016/2017	Number of courses	Faculty funds
1.1.3.3. Fostering employees to apply for project funding	Dean, Representative for research affairs	Constantly	Inclusion of the criterion of applying for project funding into the assessment/award rules.	No expenses
➤ Activity goal 1.2. – ENHANCING THE IMPORTANCE OF NATIONAL SCIENTIFIC RESEARCH INSTITUTIONS				
Action	Responsibility	Time-limit	Indicator/Result	Potential

				funding source
Partial goal 1.2.1. – Increasing the number of agreements implemented with the country's and foreign partners and the number of common research projects				
1.2.1.1. Formation of consortiums with other scientific research entities	Dean, Representative for research affairs	Constantly	Number of scientific research projects with national or foreign partners	No expenses
1.2.1.2. Establishment of scientific networks	Dean, Representative for research affairs	Constantly	Number of signed agreements regarding the development of research networks	No expenses
Partial goal 1.2.2. – Increasing the activeness of participation in international scientific projects				
1.2.2.1. Promotion of the Faculty as a partner of international projects	Representative for research affairs, Career and promotion office, Dean	Constantly	Preparation of the Faculty's proposals and distribution among potential partners	Faculty own funds
Partial goal 1.2.3. – Increasing mobility of the academic staff				
1.2.3.1. Improvement of staff skills in the field of the English language	Dean	2016	Number of trained employees, certificates	Faculty own funds
1.2.3.2. Increasing the number of bilateral agreements among the Faculty and other entities	Dean, coordinator of Erasmus programme	Constantly	Number of concluded agreements	No expenses
Partial goal 1.2.4. – Increasing the efficiency of fund-raising for research				
1.2.4.1. Training of staff in the field of project preparation and submission	Dean, Representative for research affairs	Constantly	Number of applications on which basis financing will be granted	Own funds
1.2.4.2. Consideration to actions associated with fundraising for research seeking a promotion	Dean, Assessment commission	2017	Inclusion of this criterion into the assessment/award rules	No expenses

➤ Activity goal 1.3 – ENHANCING EFFICIENCY OF SCIENTIFIC RESEARCH				
➤				
Action	Responsibility	Time-limit	Indicator/Result	Possible funding source
Partial goal 1.3.1. – Increasing activeness in the field of commercializing scientific research				
1.3.1.1. Increasing the number of national and international patents	Dean	Constantly	Number of submitted patent applications	Own and external funds
Partial goal 1.3.2. – Appointing a representative for scientific research affairs				
1.3.2.1. Appointment of a representative for scientific research affairs at the Faculty	Dean	2015/2016	Resolution of Faculty Council	No expenses
Partial goal 1.3.3. – Improving the system of use and protection of the intellectual property				
1.3.3.1. Training of staff and students in the field of intellectual property protection	Dean	Constantly	Number of trained employees	Own funds

AREA “TEACHING”

➤ Activity goal 2.1 –DEVELOPMENT AND IMPROVEMENT OF THE INTERNAL CONTROL SYSTEM OF TEACHING				
Action	Responsibility	Time-limit	Indicator/Result	Potential funding source
Partial goal 2.1.1. – To implement and to monitor the Faculty’s policy designated for the quality of teaching				
2.1.1.1. Analysis of reports of the Faculty’s Teaching quality commission	Dean, Heads of departments	Constantly	Identification of problem areas and application of corrective actions	No expenses
2.1.1.2. Inclusion of a students’ representative into the composition of the Faculty’s Teaching quality commission	Dean, Student Representative Office	2015	Resolution of Faculty Council	No expenses

➤ Activity goal 2.2. – IMPROVEMENT OF THE TEACHING PROCESS				
Action	Responsibility	Time-limit	Indicator/Result	Potential funding source
Partial goal 2.2.1. – To develop teaching abilities of the academic staff				
2.2.1.1. Preparation of a teaching and seminar plan in the field of modern teaching methods	Dean	Constantly	Number of trained employees	No expenses
2.2.1.2. Monitoring work results of a lecturer	Dean, Vice-dean	Constantly	Student survey results, results of monitoring teaching services	No expenses
Partial goal 2.2.2. – To correlate the teaching process with the ongoing scientific research				
2.2.2.1. Monitoring and record keeping of a lecturer’s scientific research areas	Dean, Vice-dean	Constantly	Annual reports on research activity by lecturers	No expenses
2.2.2.2. Increasing the participation of students in scientific research	Dean, Tutors of research circles	Constantly	Number of students’ publications and reports delivered in conferences, activeness of research circles	No expenses
Partial goal 2.2.3. - To develop modern technologies supporting the teaching process				
2.2.3.1 Consideration to classes of taught subjects carried out using modern teaching technologies	Dean	Constantly	Share of classes held using modern teaching technologies in the total number of classes	No expenses
Partial goal 2.2.4. – To increase the participation of invited professors in the teaching process				
2.2.4.1 Fundraising of	Dean, Career and	Constantly	Number of invited professors	Own funds,

financial means for covering employment expenses of invited professors	promotion office			external funds
Partial goal 2.2.5. - To increase the participation of specialists in implementing the teaching process				
2.2.5.1 Preparation and improvement of syllabi by cooperating with external stakeholders	Dean	Constantly	Number of prepared syllabi	No expenses
Partial goal 2.2.6. – To improve the conditions of teaching and organization of the teaching process				
2.2.6.1. Renewal and development of library stock	Dean, library employee	Constantly	Number of newly acquired library stock	Own funds
2.2.6.2. Regular renewal of the Faculty's website	Dean, Career and promotion office, IT specialist	Constantly	Number of renewals	No expenses

✓ Activity goal 2.3. – DEVELOPMENT OF NEW INTERDISCIPLINARY TYPE STUDY FIELDS				
Action	Responsibility	Time-limit	Indicator/Result	Potential funding source
Partial goal 2.3.1. – To prepare interdisciplinary type teaching programmes				
2.3.1.1. Cooperation with other faculties regarding the preparation of teaching programmes covering different fields of science	Dean, Vice-dean	Constantly	Number of teaching programmes commonly prepared	No expenses

➤ Activity goal 2.4. – DEVELOPMENT OF LIFE LONG LEARNING FORMS				
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Action	Responsibility	Time-limit	Indicator/Result	Potential funding source
Partial goal 2.4.1. – To develop a diversity of post-diploma studies and qualification improvement courses				
2.4.1.1. Development of the supply of new post-diploma studies and courses	Dean, Vice-dean, Career and promotion office	Constantly	Number of new offers	No expenses
2.4.1.2. Promotion of life long learning ideas and practice in the academic and social environment	Dean, Vice-dean, Career and promotion office	Constantly	Number of meetings, publications	No expenses
Partial goal 2.4.2. – To approve learning achievements acquired at non-higher education institutions				
2.4.2.1. Preparation of rules for procedures of approving the learning outcomes	Dean, Vice-dean,	2016/2017	Resolution of Faculty Council, number of procedures performed	No expenses

➤ Activity goal 2.5. – INTERNATIONALIZATION OF THE TEACHING PROCESS				
Action	Responsibility	Time-	Indicator/Result	Potential

		limit		funding source
Partial goal 2.5.1. – To develop a diversity in the teaching of foreign languages				
2.5.1.1. Conduction of study fields in foreign languages	Dean, Vice-dean, Heads of departments	Constantly	Number of directions put into implementation	Own funds
2.5.1.2. Listing of subjects which are instructed in a foreign language	Dean, Vice-dean, Heads of departments	Constantly	Number of included subjects	Own funds
Partial goal 2.5.2. – To increase activeness of the Faculty's students in the field of use of respective programmes and agreements with foreign higher schools				
2.5.2.1. Development of clear procedures facilitating the recognition of teaching results acquired at foreign higher schools	Dean, Vice-dean, coordinator of <i>Erasmus</i> programme	Constantly	Number of students who may take a part of studies at foreign education institutions	No expenses
Partial goal 2.5.3. – To enhance interests of foreign students in taking a part of studies at the Faculty in Vilnius				
2.5.3.1. Making a list of modules conducted in a foreign language	Dean, Vice-dean, Heads of departments	Constantly	Number of prepared modules	No expenses
2.5.3.2. Preparation of a system for promoting studies for foreigners in Vilnius	Dean, Vice-dean, Career and promotion office	Constantly	Number of foreign studies in the total number of students	Own funds

➤ Activity goal 2.6. – CORRELATION OF TEACHING WITH THE ECONOMIC AND SOCIAL ENVIRONMENT				
Action	Responsibility	Time-limit	Indicator/Result	Potential funding source
Partial goal 2.6.1. – To develop national and international programmes for student apprenticeships and placements				
2.6.1.1. Signing of agreements and arrangements regarding student apprenticeships and placements with employers	Dean, Vice-dean, coordinator of <i>Erasmus</i> programme, Career and promotion office	Constantly	Number of signed agreements	No expenses
2.6.1.2. Search of possibilities for funding apprenticeships and placements abroad from EU funds.	Dean, Vice-dean, coordinator of <i>Erasmus</i> programme, Career and promotion office	Constantly	Number of implemented projects	No expenses
Partial goal 2.6.2. – To strengthen cooperation with schools in the region in the field of science promotion				
2.6.2.1. Identification of training needs for school teachers and implementation of classes	Dean, Vice-dean, Career and promotion office	Constantly	Number of meetings, courses, trainings arranged and participants	Own funds, participants' funds
2.6.2.2. Organization of education and promotional meetings with pupils at schools and in the Faculty	Dean, Vice-dean, Career and promotion office	Constantly	Number of organized meetings	Own funds

2.6.2.3. Participation of the Faculty's staff in educational type fairs and events	Dean, Vice-dean, Career and promotion office	Constantly	Number of events	Own funds
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AREA “ORGANIZATION AND DEVELOPMENT”

➤ Activity goal 3.1 – IMPLEMENTATION OF STRATEGIC MANAGEMENT OF THE SCHOOL				
Action	Responsibility	Time-limit	Indicator/Result	Potential funding source
Partial goal 3.1.1. – To prepare a Faculty development strategy for 2015-2024				
3.1.1.1. Formulation of the Faculty’s mission, vision, strategic goals	Dean, Vice-dean, Faculty Council, Student Representative Office	2015	Faculty development strategy for 2015-2024	No expenses
3.1.1.2. Formulation of activity goals and partial objectives for specific units of the Faculty	Dean, Vice-dean,	2016 January	Activity goals and partial objectives for the current year	No expenses
Partial goal 3.1.2. – To prepare a system for implementing and monitoring the Faculty development strategy for 2015-2024				
3.1.2.1. Formation of the strategy monitoring group - Commission of the Faculty development strategy	Dean	2016	Resolution of Faculty Council	No expenses
3.1.2.2. Preparation of rules for organization and operation of a strategy implementation and monitoring system	Commission of the Faculty development strategy	2016	Deed laying down the rules of organization and operation of a strategy implementation and monitoring system	No expenses
➤ Activity goal 3.2 – ENHANCING WORK EFFICIENCY OF THE FACULTY’S ADMINISTRATION AND OTHER ORGANIZATIONAL UNITS				
Action	Responsibility	Time-limit	Indicator/Result	Potential funding source
Partial goal 3.2.1. – To implement modern methods, ways and solutions in the management field				
3.2.1.1. Rearrangement of processes requiring improvement	Dean, Vice-dean, Head of the Dean’s Office	2016	List of main processes by indicating their efficiency and introduced changes	No expenses
Partial goal 3.2.2. – To improve a system for the development and improvement of professional skills for the administration officials				
3.2.2.1. Analysis of the available human capital, administration officials and preparation of the career path rules	Dean, Vice-dean, Head of the Dean’s Office	2016	Analysis report	No expenses
3.2.2.2. Preparation and implementation of teaching programmes designated for staff members improving the implementation quality of the Faculty’s strategic objectives	Dean, Vice-dean, Head of the Dean’s Office	Constantly	Curricula for each year	Own and external funds
Partial goal 3.2.3. - To prepare and to implement an electronic system for assessing the employees’ work				

3.2.3.1. Preparation of criteria for assessment of different job positions and schedules	Dean, Vice-dean, Head of the Dean's Office	2016	List of assessment criteria, assessment schedules	No expenses
3.2.3.2. Preparation and implementation of an electronic version of achievements by an employee who is not a lecturer	Head of the Dean's Office , IT specialist	2016	Decision of the Dean	Own funds
Partial goal 3.2.4. – To implement an electronic document distribution				
3.2.4.1. Development of the Faculty's electronic document distribution system in the field of informing staff members and the Student Representative Office	Head of the Dean's Office , IT specialist	Constantly	Number of documents included into the electronic document distribution system	No expenses

➤ Activity goal 3.3 – DEVELOPMENT OF THE SYSTEM FOR FACULTY'S COMMUNICATION WITH ENVIRONMENT				
Action	Responsibility	Time-limit	Indicator/Result	Potential funding source
Partial goal 3.3.1. – To strengthen cooperation with the city and district authorities, as well as business				
3.3.1.1. Signing of arrangements regarding cooperation with the city, district authorities and business representatives or development of the existing ones	Dean, Vice-dean,	Constantly	Number of signed arrangements	No expenses
Partial goal 3.3.2. – To strengthen relationships with graduates				
3.3.2.1. Preparation and implementation of a plan for monitoring the graduates' destinies	Dean, Vice-dean, Head of the Dean's Office, Career and promotion office	2016/2017	Plan for monitoring the graduates' destinies, indicators of the plan	Own funds
3.3.2.2. Setting up of alumni club	Dean, Vice-dean, Career and promotion office	2016/2017	Number of organizational meetings and established alumni club	Own funds
Partial goal 3.3.3. – To monitor and to assess a social image of the Faculty				
3.3.3.1. Monitoring of the communication means containing information affecting the Faculty's social image	Dean, Vice-dean, Career and promotion office	constantly	Quarterly monitoring reports	
3.3.3.2. Use of image improvement measures	Dean, Vice-dean, Career and promotion office	Constantly	Growth in the frequency of appearance of information improving the Faculty's social image.	Own funds

➤ Activity goal 3.4 – DEVELOPMENT OF THE FACULTY'S INFRASTRUCTURE SEEKING TO ASSURE THE HIGHEST QUALITY OF SCIENTIFIC RESEARCH AND SCIENCE				
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Action	Responsibility	Time-limit	Indicator/Result	Potential funding source
Partial goal 3.4.1. – To prepare a plan for financing the acquisition of facilities				
3.4.1.1. Search for the acquisition of facilities for the Faculty's needs and preparation of the concept	Dean, Vice-dean, accountant	Constantly	Prepared concept	Own funds
Partial goal 3.4.2. - To motive staff members to appeal to the EU regarding assistance for the construction of facilities, repairs and modernization thereof				
3.4.2.1. Forming up of an advisory group for the Faculty's infrastructure projects	Dean, Vice-dean	2015/2016	Decision of the Faculty	No expenses
3.4.2.2. Preparing a system fostering to apply for external help	advisory group for the Faculty's infrastructure projects	Constantly	Number of submitted applications	Own funds

➤ Activity goal 3.5 – IMPROVEMENT OF THE FINANCE MANAGEMENT SYSTEM				
Action	Responsibility	Time-limit	Indicator/Result	Potential funding source
Partial goal 3.5.1. – To improve and to implement the processes of planning the Faculty's budget				
3.4.1.1. Preparation of the concept for the budget improvement procedures	Dean, Accountant	Constantly	Prepared concept	No expenses
Partial goal 3.5.2. – To prepare rules for monitoring the functioning efficiency of the Faculty's financial system				
3.5.2.1. Preparation of rules for monitoring the efficiency of functioning of the Faculty's financial system	Dean, Accountant	Constantly	Quarterly financial analyses reflecting functioning of the Faculty's financial system	No expenses

The strategy was adopted in the meeting of the Faculty Council on 20 November 2015.