**University of Białystok *-* FacultyofEconomicsand Informatics in Vilnius**

**DEVELOPMENT STRATEGY OF THE**

**FacultyofEconomicsand Informatics in Vilnius FOR 2015-2024 YEARS**

**VILNIUS 2015**

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**I. INTRODUCTION**

The University of BiałystokFacultyof Economicsand 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 Facultyof Economicsand 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 Facultyof Economicsand 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 Facultyof Economicsand 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 Facultyof Economicsand 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”**

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| --- | --- |
| **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 ANALIZED “TEACHING”**

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| **ADVANTAGES** | **SHORTCOMINGS** |
| Beginning of master’s degree studies in the field of economics in 2014, what raises competiveness 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 *ERASMUS* | Too low and one-sided participation of students in international *ERASMUS* and the country’s *MOST* 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 *ERASMUS* |
| 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”**

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| **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 Belarusian 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: STRENGHTENING 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 internationalprogrammes 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”**

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| * **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 of 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 | |

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| * **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”**

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| * **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 |

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| * **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 financial means for covering employment expenses of invited professors | Dean, Career and promotion office | Constantly | Number of invited professors | | Own funds, 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 | |

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| * **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 |

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| * **Activity goal 2.4.** – **DEVELOPMENT OF LIFE LONG LEARNING FORMS** | | | | |
| **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 |

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| * **Activity goal 2.5.** **– INTERNATIONALIZATION OF THE TEACHING PROCESS** | | | | |
| **Action** | **Responsibility** | **Time-limit** | **Indicator/Result** | **Potential 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 *Erasmus* 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 |

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| * **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 *Erasmus* 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 *Erasmus* 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 |

**AREA “ORGANIZATION AND DEVELOPMENT”**

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| * **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 |

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| * **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 |

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| * **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 |

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| * **Activity goal 3.4 – DEVELOPMENT OF THE FACULTY’S INFRASTRUCTURE SEEKING TO ASSURE THE HIGHEST QUALITY OF SCIENTIFIC RESEARCH AND SCIENCE** | | | | |
| **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 |

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| * **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.