



KAUNAS UNIVERSITY OF TECHNOLOGY

(code– 90.900.1584)

STRATEGIC PLAN 2014-2016

I. MISSION AND STRATEGIC CHANGES

Mission

To provide a research based studies of international level; to create and transfer knowledge and innovative technologies for sustainable development and innovative growth of the country; to provide an open creative environment that inspires leaders and talented individuals.

Vision

A leading European university with knowledge and technology development and transfer based activities.

Strategic actions and objectives

1. The development of students' competences for their self-expression and successful career.

Objectives:

- To develop research based and activity oriented interdisciplinary studies
- To develop and implement talent education system
- To establish joint programmes with strong foreign universities and to create favourable conditions for University students' part-time studies in other universities, internships and teachers' mobility
- To ensure the access to studies for Lithuanian citizens from all regions and social classes and their preparation for studying, and to establish conditions for foreign students to study at the University
- To widely and regularly provide informal education services for persons of various age and experience seeking to improve their qualification or to re-qualify

2. Internationally acknowledged technology and knowledge development and transfer.

Objectives:

- To create knowledge with significant influence on Lithuanian society and economy, as well as international academic community
- Research and experimental development focused on national industry and business, as well as social and cultural development, notably by strengthening interdisciplinary research
- To establish international doctoral schools, joint doctoral programmes; to ensure education of talented and motivated Lithuanian and foreign doctoral students and post-doctoral researchers and to attract the to the University
- To create optimal conditions for international level researchers to work at the University's departments and research groups
- To attract and educate scientists – leaders of research groups – of international level

3. University's activities focused on human well-being and sustainable development of the state.

Objectives:

- To reorganize University's activities and cooperation with partners for the unity of economic, environmental, social and cultural objectives and values
- To identify – together with government authorities, municipalities, industry and business – developmental issues of the city, region and country; to actively participate in implementing the strategy based on sustainable development and knowledge-based economy
- To organize lifelong studies which promote socially and morally correct, ethically acceptable sustainable consumption and economic development of the country
- To develop a systematic education and consulting for companies, organizations and business, using the best competencies of the University

- To develop and support within the University such activities that are responsive to the problems of sustainable development of the city, region and country and the quality of life
- 4. Sustainable development of the University ensuring the quality and efficiency of activities.**
Objectives:
- To implement within the University a quality assurance and management system based on strategic management principles
 - To ensure the update of staff skills; to strengthen motivation in common activities
 - To strengthen University's reputation and image and to make it well known in Lithuania and abroad
 - To create an efficient mode of finance management, which would attract various sources of funding for implementing strategic objectives of the University
 - To update human resources and infrastructure management systems
- 5. Developing and fostering University's academic environment and infrastructure.**
Objectives:
- To update information and studying space and environment
 - To expand infrastructure meeting University's needs and to maintain its quality
 - To improve conditions for students and staff to participate in cultural and sports activities
 - To expand information and communication technologies meeting University's needs and to ensure its efficiency

Public funding for strategic actions

Strategic actions	Public funding, thousands Lt
The development of students' competences for their self-expression and successful career.	11 000,0
Internationally acknowledged technology and knowledge development and transfer	3 400,0
University's activities focused on human well-being and sustainable development of the state	300,0
Sustainable development of the University ensuring the quality and efficiency of activities.	2 000,0
Developing and fostering University's academic environment and infrastructure	6 000,0

Areas for development:

- Improve University's management system for studies and science to enable it to conduct high-level international inter-field and interdisciplinary R&D and implement science-based study programmes and problem-based teaching.
- Create an effective and professional administrative structure to enable the students, teachers, scientists, and business representatives to act responsibly and on their own;
- Optimize and ensure effective management of University's infrastructure, improve service quality;
- Strengthen University's marketing activities, attract more Lithuanian and foreign students;
- Ensure competence upgrading of University's employees and encourage joint activities.

Structure

Since January 2014 a new organizational structure is in place. There are 9 faculties with 40 departments, 18 centers, 6 institutes and 7 laboratory centers; Library; 9 research institutes; 14 corporate services departments.

Human resources

There are 2740 employees (2614 positions) (31/12/2013 data).

Number of students

Total number of students: 10 895 (out of which 352 – doctoral students). State funded places were received by 6547 students (bachelor and master programs) and by 332 doctoral students (01/10/2013 data).

STRATEGIC AIMS AND PROGRAMS

STRATEGIC AIM (01)

01. Prepare specialists of highest qualification, develop the research competence and satisfy the need of the state economics to create new products and technologies, spread innovations

01.01 Education of highest qualification specialists and development of research

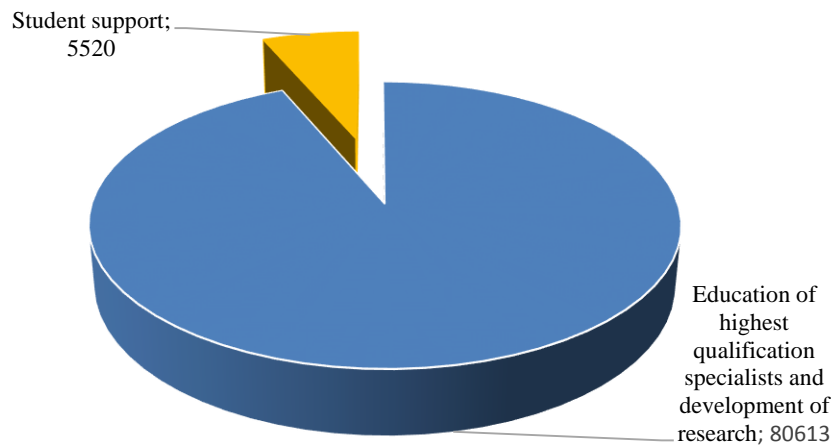
Public funding:
total – 80 613 K. LTL
out of which for salaries – 49 623 K. LTL

01.02 Student support

Public funding:
total – 5 520 K. LTL
out of which for salaries – 0 LTL

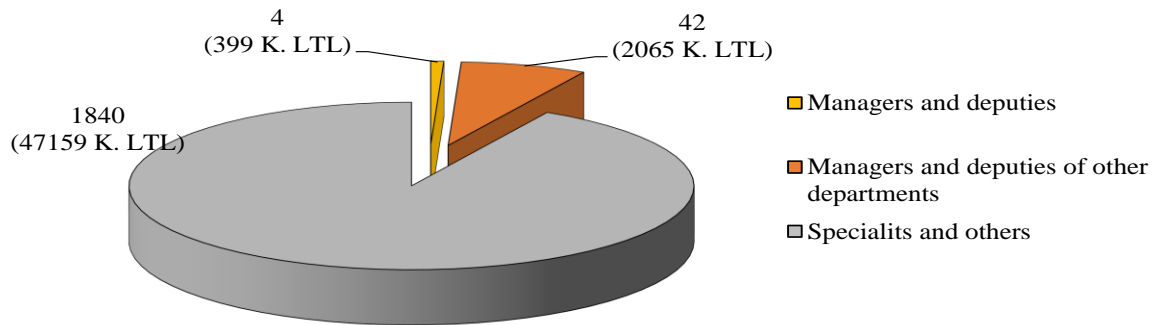
PUBLIC FUNDING FOR STRATEGIC AIMS AND PROGRAMS

Public funding according to the programs 2014 (K. LTL)



Human resources

	2013 (approved)	2014	2015	2016
Number of positions	2021	1886	1886	1886
Cost for salaries, K. LTL	47600	49623	49623	49623



Distribution of cost for salaries

Table 1. Appropriations (public funding) and cost for management 2014-2016 (K. LTL)

Row No	Programme outline	2014 appropriations				Expected 2015 appropriations				Expected 2016 appropriations			
		total	including			total	including			total	including		
			costs		assets		costs		assets		costs		assets
			total	salaries			total	salaries			total	salaries	
1.	01.01 Education of highest qualification specialists and development of research including management costs	80 613	80 413	49 623	200	80 613	80 413	49 623	200	80 613	80 413	49 623	200
			3232	2 464			3232	2464			3232	2464	
2.	01.02 Student support including management costs	5 520	5 520			5 520	5 520			5 520	5 520		
In total appropriations for programmes		86 133	85 933	49 623	200	86 133	85 933	49 623	200	86 133	85 933	49 623	200

including management costs		3232	2 464			3232	2 464			3232	2 464	
Management cost ratio, %		4,0	5,0			4,0	5,0			4,0	5,0	

II. IMPLEMENTATION OF STRATEGIC GOALS AND PROGRAMMES

CONTEXT OF PERFORMANCE

Since its establishment (1922) the University is considered to be one of the country's leading higher education institutions that educates the biggest part of engineering and research professionals for the country's economy, in the past 20 years having developed the studies of social sciences, humanities and arts, having been recognized as the leader of contracted research and international science projects, having demonstrated high scientific level in numerous scientific publications.

Higher education at the University is based on the scientific knowledge, the aim to develop modern competencies of graduates and to ensure the success of their professional career. To this end education and research facilities and numerous methodological resources accumulated during the years are used, more than thousand teachers and researchers work together with students. The University has always been the leading implementer of information technologies in the education process, has developed an internal higher education quality assurance system, and is involved in Lithuanian higher education reform processes.

The last few years have shown that the number of students decreases due to the state policy towards universities and the decreasing number of entrants, the low interest in the studies of technology and natural sciences, and often insufficient flexibility and the quality of the studies. It has to be admitted that the introduction of advanced teaching and learning methods at the University is slow; inter-disciplinarity in education is insufficient; too little attention is paid to the development of social and civic responsibility.

The study programmes meet the national accreditation requirements, but more than a third of them are accredited not for the maximum of six, but only for the three-year period. Though this is one of the best indicators in the country, there is a reason to be concerned. The programmes accredited for a shorter period are often closed down, they are delivered only by one academic unit, which, in order to continue the existence, does not include other units in the delivery of the study programme, does not invite new teachers, and does not have opportunities to improve the facilities and methodological framework. In addition, only one-third of the programmes offer students a choice of minor studies, give freedom to plan longer placements.

The responsibility for declined attractiveness of the study programmes partially falls to the study programme committees in the faculties, which do not include other departments of the University into the delivery of study programmes, limiting only to the competence of the faculty teachers. Due to the isolation of the committees some study modules are overlapping, similar content programmes are delivered. Therefore, more effective actions are necessary to coordinate the designing of study programmes in the faculties and to supervise their delivery. Not enough attention is given to individual students' activities, interdisciplinary approach to problem solving. Research departments, researchers, external professionals are not enough involved in the study process. To achieve this, the study programme management is restructuring in 2014.

The number of students in all faculties dropped by 10-40 % in 2008-2013, but the square area of classrooms did not change, although the operating costs constantly increase. The structure of engineering faculties, the internal structures of faculties have not changed much from the times of Kaunas Polytechnic Institute (KPI). In recent years the number of students in some study fields has decreased several times, the departments have also reduced.

The University is far behind similar-size Western European universities according to the number of skilled young researchers. With the decrease in the number of state-funded PhD places the University has a great responsibility to ensure that the University is an attractive place for talented and most motivated potential doctoral students. The University does not design joint / dual degree doctoral

programmes with the best international universities, attracts too little foreign doctoral students, and pays insufficient attention to professional development of doctoral student supervisors and other participants of doctoral studies.

The University has long lasting traditions of educating researchers and scientists, who are acknowledged not only in Lithuania but also in other Baltic countries. For European researchers the University can become an attractive place for research promoting culture, available research infrastructure and attractive remuneration system.

The number of articles by University researchers published scientific journals listed in Thomson Reuters Web of Knowledge is increasing.

In order to create proper conditions for high international level research centres, it is necessary to optimize the management of research, to help research centres to diversify the ongoing research activities and to ensure that not only high international level scientific articles are published in the top-level research centres but also national and international research projects are implemented, contracted R&D orders from companies are delivered.

The University receives a significant part of funds from fees for education, contracted R&D orders from local companies and industrial entities, international projects, European Union structural funds for the development of infrastructure and for modernization of the education process. In recent years the University has managed to maintain a similar part of funds received from business orders, international research programmes and national competitive funding for scientific research and experimental development. However, it is necessary for the University to develop the knowledge and technology transfer model for better analysis of business needs. The University has underdeveloped intellectual property accounting system and commercialization of research outputs so that researchers and students would be encouraged to get more actively involved in applied research.

The Open Access Centre that is being constructed and research infrastructure that is updated as a result of Santaka and Nemunas valley programmes will open up new opportunities for research and business cooperation. It is important to ensure that students and researchers, as well as business companies and institutions, could use the open access. Today the number of projects contracted by entities and income from R&D grow insufficiently.

Since 1993 researchers at the University have participated in the European Union framework programmes for research, technological development and demonstration activities beginning with FP3. The University researchers are also actively involved in research, development and cooperation programmes of EUREKA, European Innovation Programme EUROSTARS and European cooperation in scientific and technical research programme COST. The above mentioned international R&D projects involve only a small part of research units and groups of researchers.

Key outcomes of the environmental analysis:

- The University is capable of preparing highly-qualified specialists and scientists, conducting high-level scientific research in physical, technological, and social sciences, carrying out arts activities, taking the majority of outsourcing opportunities offered to the higher education sector by economic entities, renewing itself, improving its managerial and organizational structure, and training its staff.
- There needs to be faster development of the managerial and the organizational structures, quicker planning, more decisive renewal of personnel and increased focus on the development of employee capacities, improved IT application in all areas of activity, stronger marketing and public relations, and better internal quality assurance system.

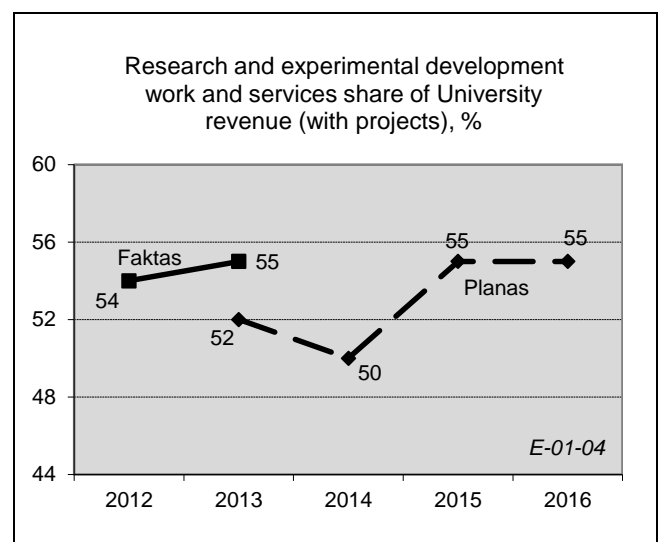
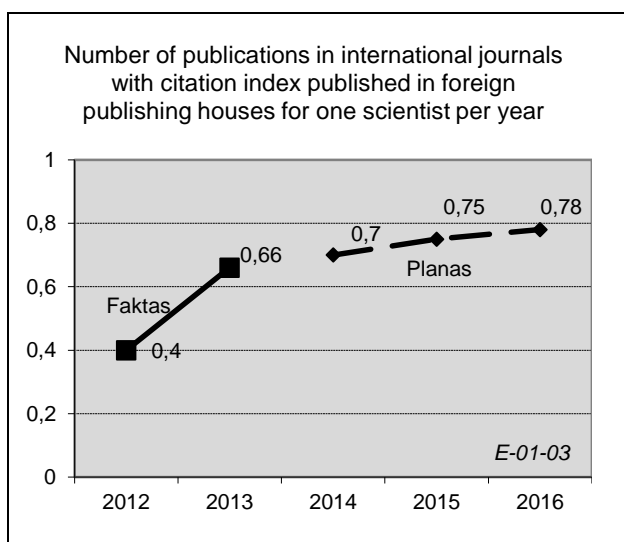
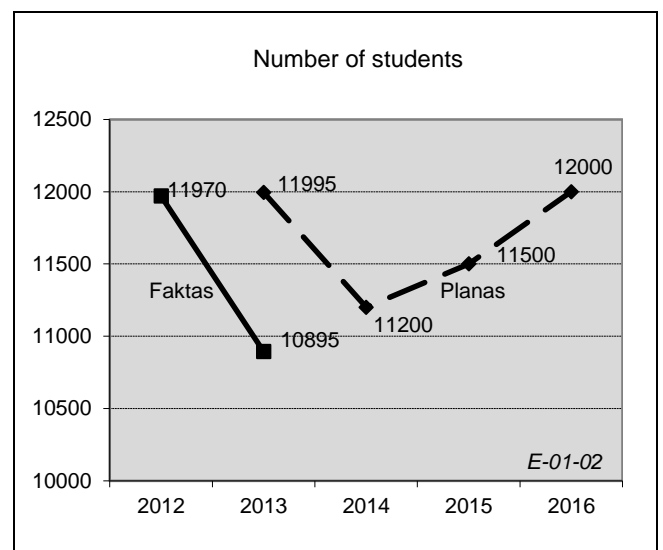
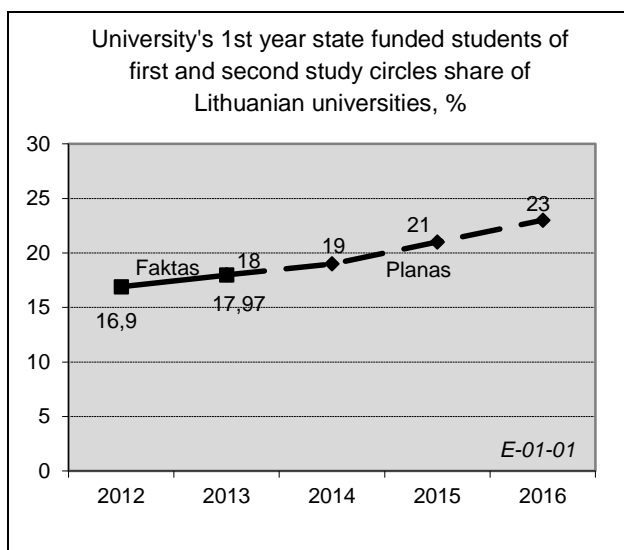
- The qualifications of University's employees, its facilities, and its laboratory study and student research base can allow the University to expand the scope of its activities and increase its contribution to satisfying the economic needs of the nation and the demand for a knowledge-based society.

STRATEGIC AIM (code 01)

Prepare specialists of highest qualification, develop the research competence and satisfy the need of the state economics to create new products and technologies, spread innovations

The aim corresponds to the University mission and order of the state

Code	Performance indicator (effect)	2013	2014	2015	2016
E-01-01	University's 1st year state funded students of first and second study circles share of Lithuanian universities, %	17,97	19	21	23
E-01-02	Number of students	10895	11200	11500	12000
E-01-03	Number of publications in international journals with citation index published in foreign publishing houses for one scientist per year	0,66	0,7	0,75	0,78
E-01-04	Research and experimental development work and services share of University revenue (with projects), %	55	50	55	55



IMPLEMENTATION PROGRAMMES FOR THE STRATEGIC GOAL

2 programmes are intended in order to achieve the strategic goal, namely:

The Programme for the Training of Highly-Qualified Specialists and Research Development and the Student Support Programme.

PROGRAMME 01.01. TRAINING OF HIGHLY-QUALIFIED SPECIALISTS AND RESEARCH DEVELOPMENT

Planning documents being implemented:

Law on Higher Education and Research, Government Resolution No. 447 as of 25/04/2012 On Preliminary Main Indicators of the National Budget of the Republic of Lithuania in 2013–2015, KTU statute.

Evaluation:

University's performance is evaluated on a continuous basis: study programmes are evaluated and accredited by the Centre for Quality Assessment in Higher Education, an institutional evaluation by the Ministry of Education and Science is currently underway, financial and other performance is regularly reviewed by the National Audit Office. The University performs self-analysis, submits annual performance reports of the rector, and presents its activities and performance on University's website. Annual reports on budget implementation and performance are published (submitted to the University Council).

Duration: Continuous programme.

Implementers:

The Programme is implemented by all structural study and science divisions, namely: 9 faculties, 9 science institutes. They prepare their own annual action plans in accordance with the general goals, objectives and measures of the programme and by using the human and material resources allocated to them, and also carry out performance reporting. They are supported by the services and divisions of the administration as well as the library.

Other information:

Government support for state-funded study places is rather modest, especially in social sciences and humanities. The funds are not enough to develop and maintain the infrastructure but luckily, there is also the support from European Structural Funds. The University spends some of its own proceeds to support state-funded study places. Tuition fee calculations only include minimum payroll and other costs and minimum qualifications and composition of teachers, and use higher-than-average student-teacher ratio in European countries. Lithuania is amongst the backmarkers in terms of research funding in Central and Eastern European countries and is significantly lagging behind the European Union average.

Number of jobs:	A total of 2020 positions are to be funded.
Programme coordinator:	Pranas Žiliukas, Vice-Rector for Studies, tel. (8 37) 30 00 02

2 table. Aims, objectives, implements and appropriations of programme for 2013-2016

(K. LTL)

Code of aims, objectives and implements	Title of aim, objective and implements	Approved 2013 appropriations				2014 appropriations				Expected 2015 appropriations				Expected 2016 appropriations				Code of inter-institutional programme, code of Government priority
		total	including			total	including			total	including			total	including			
			costs		assets		costs		assets		costs		assets		costs		assets	
			total	salaries			total	salaries			total	salaries			total	salaries		
01.01.01	Aim: Prepare specialists of highest qualification	34770	34770	26313		35922	35922	26622		35922	35922	26622		35922	35922	26622		1.3
01.01.01.01	Objective: Ensure the activity of study infrastructure divisions	34770	34770	26313		35922	35922	26622		35922	35922	26622		35922	35922	26622		
	Implements:																	
01.01.01.01.01	Implement study process in academic divisions	34770	34770	26313		35922	35922	26622		35922	35922	26622		35922	35922	26622		
01.01.02	Aim: Develop fundamental and applied research	7500	7500	4314		8400	8400	4105		8400	8400	4105		8400	8400	4105		
01.01.02.01	Objective: Ensure the activity of research infrastructure departments	7500	7500	4314		8400	8400	4105		8400	8400	4105		8400	8400	4105		
	Implements:																	
01.01.02.01.01	Implement research process in academic divisions	7500	7500	4314		8400	8400	4105		8400	8400	4105		8400	8400	4105		
01.01.03	Aim: Ensure administrative and infrastructure management functions of the University	33720	33720	16973		34584	34384	18896	200	34584	34384	18896	200	34584	34384	18896	200	
01.01.03.01	Objective: Satisfy the corporate university needs	33720	33720	16973		34584	34384	18896	200	34584	34384	18896	200	34584	34384	18896	200	
	Implements:																	
01.01.03.01.01	Ensure administration processes and infrastructure functioning of the University	33720	33720	16973		34584	34384	18896	200	34584	34384	18896	200	34584	34384	18896	200	
01.01.04	Aim: Ensure the performance of KTU Gymnasium	1589	1589			1707	1707			1707	1707			1707	1707			
01.01.04.01	Objective: Maintain KTU Gymnasium activities	1589	1589			1707	1707			1707	1707			1707	1707			
	Implements:																	
01.01.04.01.01	Support the activities	1589	1589			1707	1707			1707	1707			1707	1707			

	of KTU Gymnasium																	
	Total programme appropriations	77579	77579	47600		80613	80413	49623	200	80613	80413	49623	200	80613	80413	49623	200	
	of them by financing sources:																	
	1. Budget of Republic of Lithuania	77579	77579	47600		80613	80413	49623	200	80613	80413	49623	200	80613	80413	49623	200	
	out of it:																	
	1.1. general financing funds	77579	77579	47600		80613	80413	49623	200	80613	80413	49623	200	80613	80413	49623	200	
	1.2. EU and other international financial funding																	
	1.3. funds of special programmes and revenue contributions																	
	2. Other resources																	

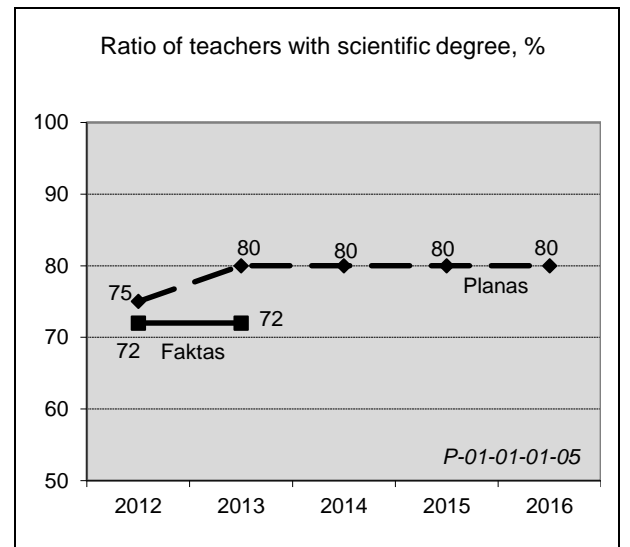
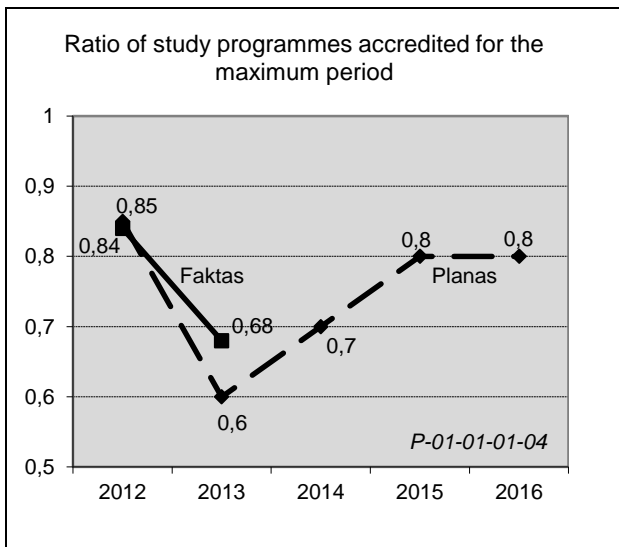
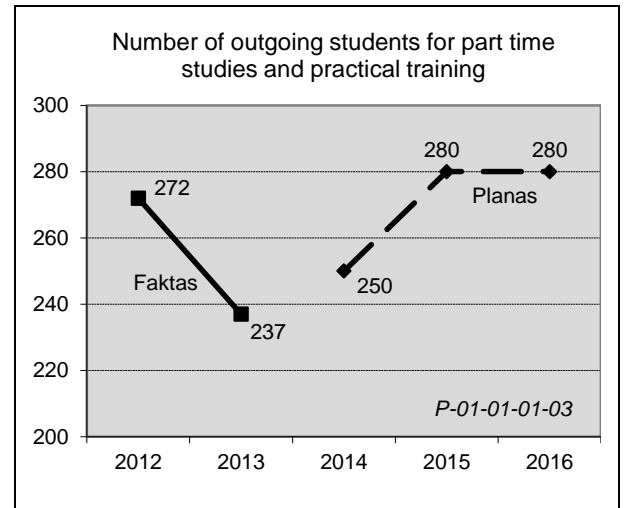
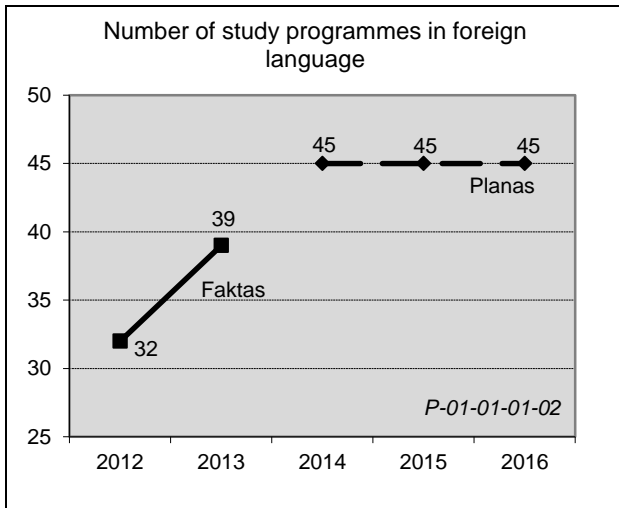
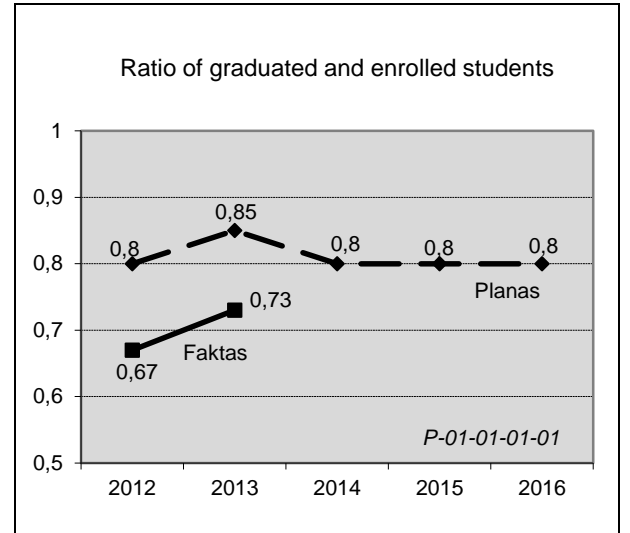
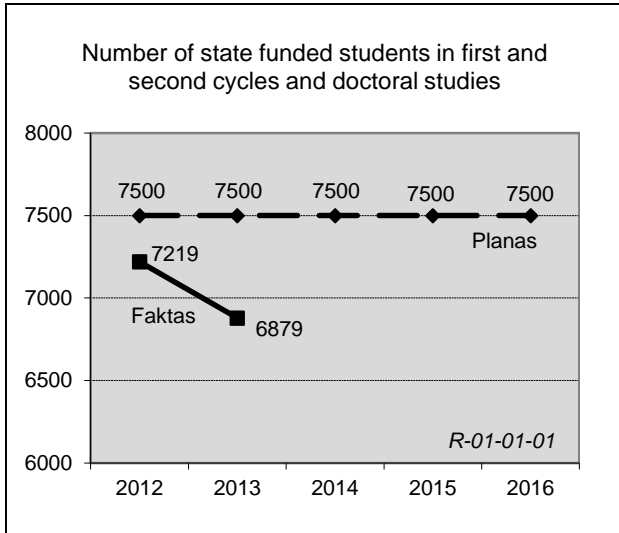
Table 3. Program aims, objectives, measurement indicators

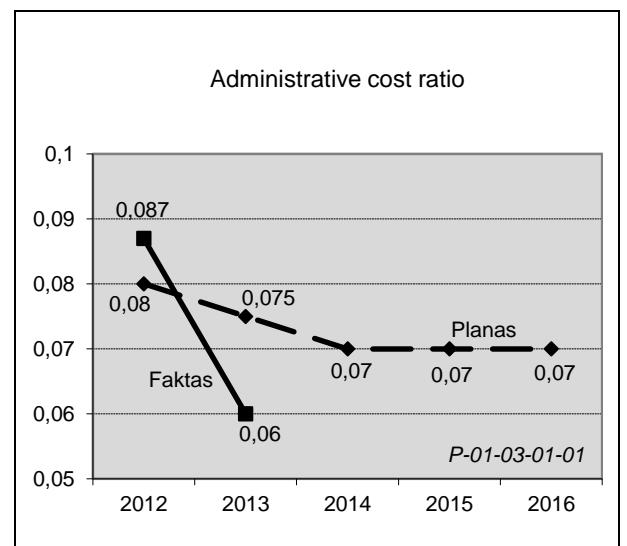
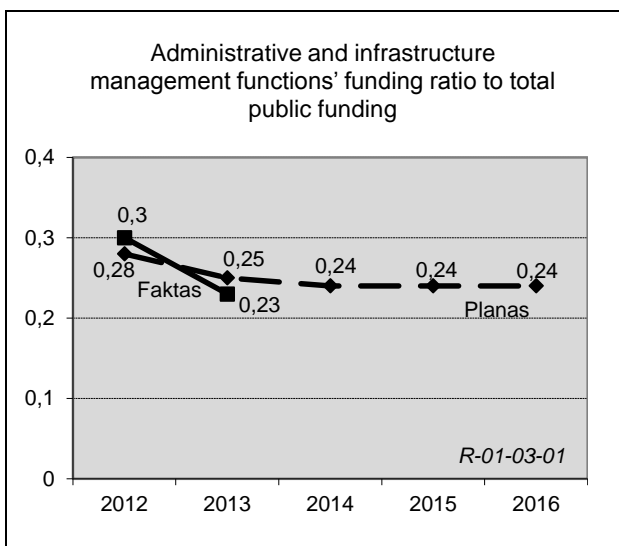
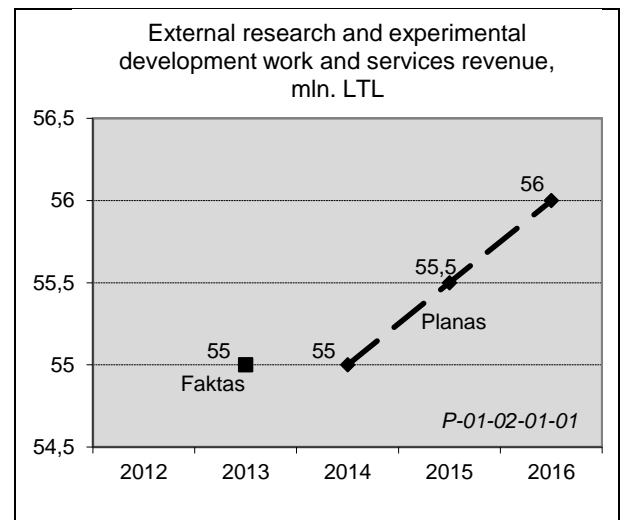
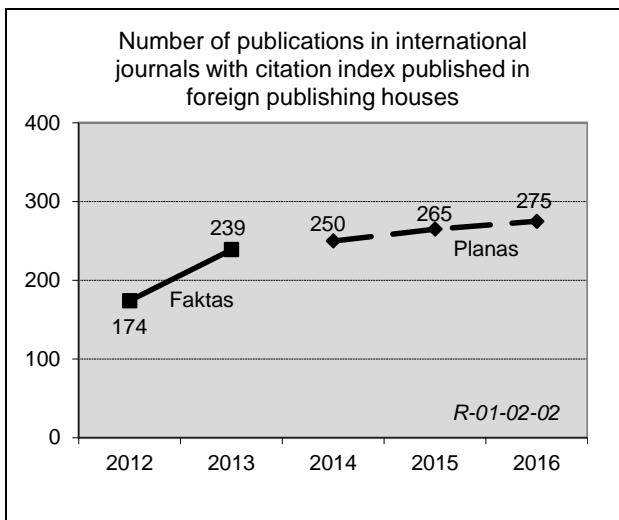
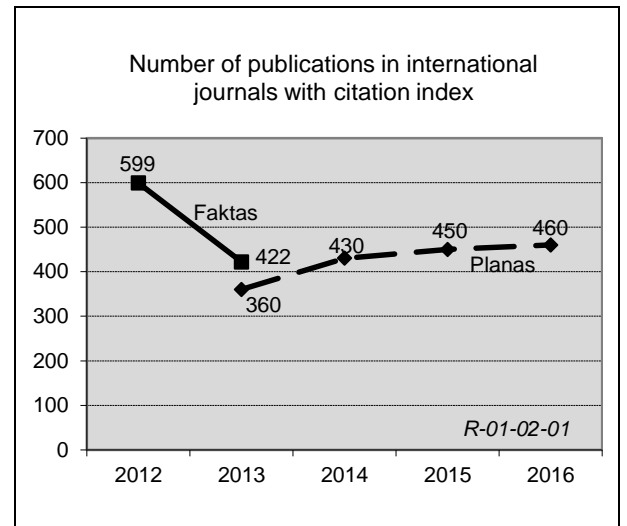
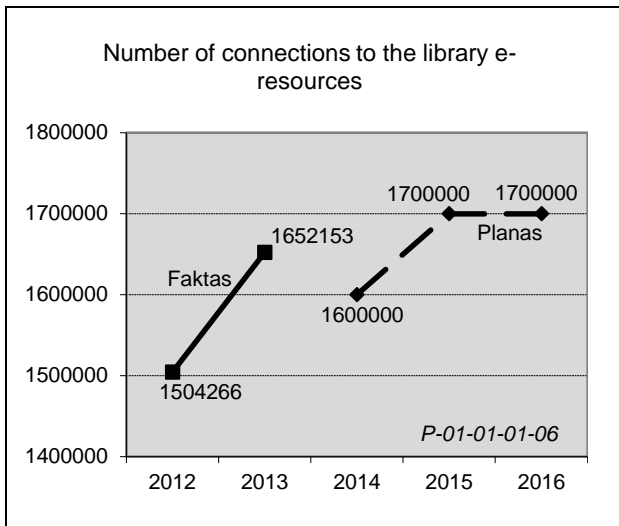
Code	Aims, objectives and measurement indicators	Value			
		2013	2014	2015	2016
	1st aim. Prepare specialists of highest qualification				
R-01-01-01	Number of state funded students in first and second cycles and doctoral studies	6879	7500	7500	7500
	1st objective of the 1st aim. Ensure the activity of studies infrastructure departments				
P-01-01-01-01	Ratio of graduated and enrolled students	0,73	0,80	0,80	0,80
P-01-01-01-02	Number of study programmes in foreign language	39	45	45	45
P-01-01-01-03	Number of outgoing students for part time studies and practical training	237	250	280	280
P-01-01-01-04	Ratio of study programmes accredited for the maximum period	0,68	0,7	0,8	0,8
P-01-01-01-05	Ratio of teachers with scientific degree, %	72	80	80	80
P-01-01-01-06	Number of connections to the library e-resources	1652153	1600000	1700000	1700000
	2nd aim. Develop fundamental and applied research				
R-01-02-01	Number of publications in international journals with citation index	422	430	450	460
R-01-02-02	Number of publications in international journals with citation index published in foreign publishing houses	239	250	265	275
	1st objective of the 2nd aim. Ensure the activity of research infrastructure departments				
P-01-02-01-01	External research and experimental development work and services revenue, mln. LTL	55	55	55,5	56
	3rd aim. Ensure the University's administrative and economic functions				
R-01-03-01	Administrative and infrastructure management functions' funding ratio to total public funding	0,23	0,24	0,24	0,24
	1st objective of the 3rd aim. Satisfy the corporate university needs				
P-01-03-01-01	Administrative cost ratio	0,06	0,07	0,07	0,07
	4th aim. Ensure the performance of KTU Gymnasium				
R-01-04-01	National rating of KTU Gymnasium	2	1	1	1
	1st objective of the 4th aim. Support the activities of KTU Gymnasium				
P-01-04-01-01	Average state final exam grade of the gymnasium graduates	87,47	87	87	87

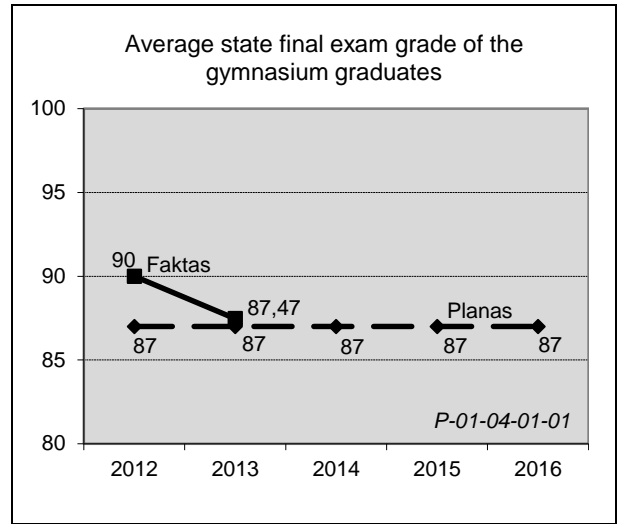
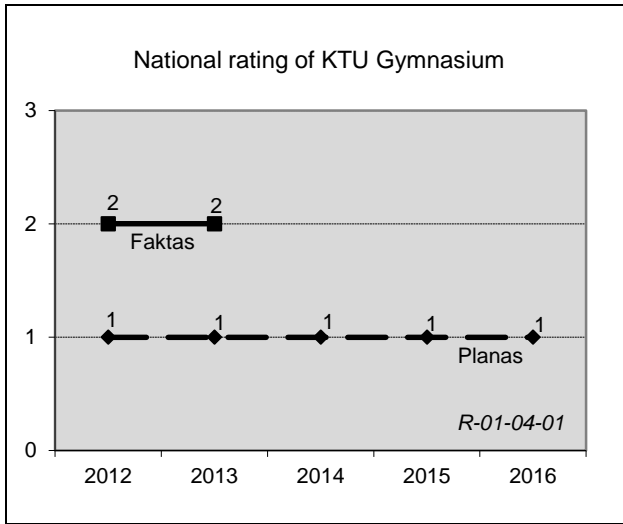
Table 4. Number of positions in 2014

No.	Institution	Number of positions								Cost for salaries, K. LTL
		Institution managers and deputies		Other departments managers and deputies		Specialists with no subordinates, and others		total	Out of which civil servants	
		total	Out of which civil servants	total	Out of which civil servants	total	Out of which civil servants			
1.	Kaunas University of Technology	4		42		1840		1886		49623
Total number of positions		4		42		1840		1886		
Cost for salaries, K. LTL		399,0		2 065,0		47159,0				49623

Measurement indicators for planning and monitoring







PROGRAMME 01.02. STUDENT SUPPORT

Planning documents being implemented:

Law on Higher Education and Research, Government Programme for 2008-2012, KTU Statute, University Scholarship Regulations.

Evaluation:

Every year, settled through the University budget and annual performance reports.

Duration: Continuous programme.

Implementers:

Administrations of faculties, Student Representative, Student Affairs Department, the Finance Department.

Other information:

Funding for this program is entirely dependent on state policy - decisions of the Seimas and the Government as well as on study fees, which are established by the orders of the Minister of Education and Research.

Programme coordinator:	Asta Pundzienė, Vice-Rector for Research, tel. (8 37) 30 00 03
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Table 2. Aims, objectives, implements and appropriations of programme for 2013-2016

(K. LTL)

Code of aims, objectives and implements	Title of aim, objective and implements	Approved 2013 appropriations			2014 appropriations			Expected 2015 appropriations			Expected 2016 appropriations			Code of inter-institutional programme, code of Government priority	
		total	including		total	including		total	including		total	including			
			costs			assets	costs		assets	costs		assets			
			total	salaries			total			salaries			total		salaries
01.02.01	Aim: Support students of first and second study circle through a scholarship system	1945	1945		1825	1825		1825	1825		1825	1825		1.3	
01.02.01.01	Objective: Ensure payment of student scholarships	1945	1945		1825	1825		1825	1825		1825	1825			
	Implements:														
01.02.01.01.01	Pay incentive scholarships for students	1945	1945		1825	1825		1825	1825		1825	1825			
01.02.02	Aim: Support studies of PhD students	4636	4636		3695	3695		3695	3695		3695	3695			
01.02.02.01	Objective: Ensure payment of PhD scholarships and enable the preparation of doctoral thesis	4636	4636		3695	3695		3695	3695		3695	3695			
	Implements:														
01.02.02.01.01	Pay PhD scholarships and enable the preparation of doctoral thesis incentive scholarships for students	4636	4636		3695	3695		3695	3695		3695	3695			
	Total programme appropriations	6581	6581		5520	5520		5520	5520		5520	5520			
	of them by financing sources:														
	1. Budget of Republic of Lithuania	6581	6581		5520	5520		5520	5520		5520	5520			
	out of it:														
	1.1. general financing funds	6581	6581		5520	5520		5520	5520		5520	5520			
	1.2. EU and other														

	international financial funding																
	1.3. funds of special programmes and revenue contributions																
	2. Other resources																

Table 3. Program aims, objectives, measurement criteria and indicators

Code for measurement indicator	Aims, objectives, means and measurement indicators	Measurement indicators			
		2013	2014	2015	2016
	1 aim. Support students of first and second study circle through a scholarship system				
R-02-01-01	Study results' weighted average of state funded students, who received scholarships	9,53	9,4	9,4	9,4
	1st objective of the 1st aim. Ensure payment of student scholarships				
P-02-01-01-01	Ratio of students receiving incentive scholarships	0,18	0,13	0,13	0,13
P-02-01-01-02	Ratio of students receiving one-off scholarships	0,13	0,05	0,05	0,05
	2nd aim. Support studies of PhD students				
R-02-02-01	Number of PhD students, who defended thesis in time	45	40	40	40
	1st objective of the 2nd aim. Ensure payment of PhD scholarships and enable the preparation of doctoral thesis				
P-02-02-01-01	Ratio of doctoral students receiving scholarships according to the study results	0,84	0,9	0,9	0,9

Measurement indicators for planning and monitoring

