



STRATEGY OF KAUNAS UNIVERSITY OF TECHNOLOGY

THE HUMAN SIDE OF TECHNOLOGY



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BECAUSE THE MOST IMPORTANT IS HUMAN

Kaunas University of Technology has played one of the most important roles in the building of the identity of the regional and national academic environment, fostering and preservation of cultural and ethical values, promotion of the development of society and education as well as research and innovation breakthrough. Today, we are a community of thousands of members who have successfully created a strong, sustainable and ambitious organisation.

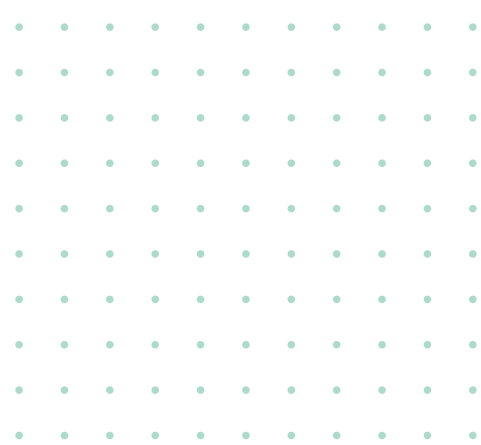
This strategy has to become our roadmap helping us to grow and strengthen all our achievements: continue the increase of quality of studies, develop the innovation-based research results solving tomorrow's problems, actively contribute to the promotion of technological progress. As one of the leading universities in Lithuania, we have to further strengthen our positions at the international level.

Most importantly, we have to remain unified, maintain direct communication and trust each other. The strength, growth of the University and the achievement of our ambitious goals are built on our unity. I invite all the University's community to focus and create a sustainable future for our students, employees, the residents of our city and country and the world. This strategy contains the promises we have given to ourselves and society that can only be fulfilled if we make joint efforts.

I want to say thank you to every one of you who has contributed to the development of this strategy. I am grateful for the discussion, proposals, remarks and your contribution to the development of the plan for our growth and changes. I believe that the input within the next five years will become the framework for further growth and development of the University, strengthening its national and regional influence and successful international cooperation. I am pleased to work with such a strong team because I know that people are the key to the success of any organisation!

Sincerely yours,
Rector Eugenijus Valatka

UNIVERSITY TODAY

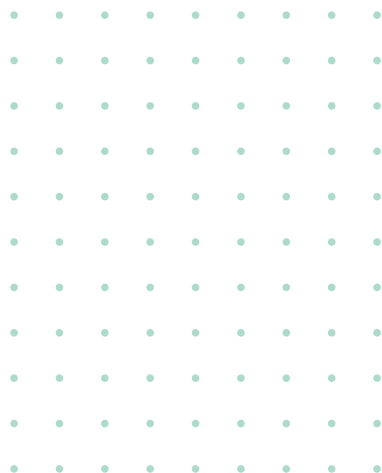


Kaunas University of Technology (hereinafter – University) originates from the University of Lithuania founded in Kaunas on 16 February 1922.

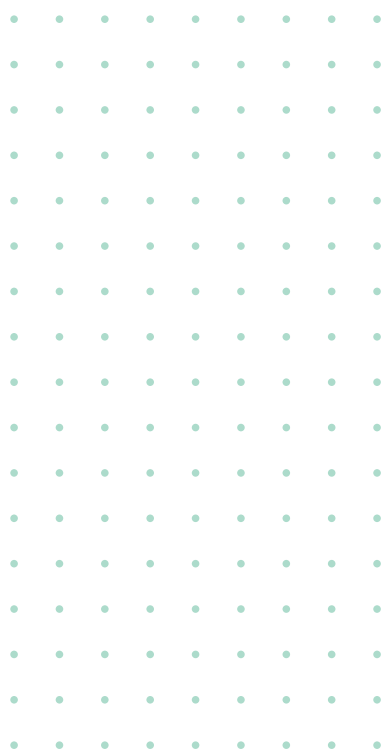
During the years, the University and its community have been rapidly changing, growing and improving. Despite the constant changes influenced by the dynamic environment, the general principles of the University’s activities have always been focused on academic competence, the creation of wealth for people and the promotion of the city’s and the state’s development.

Today, the University’s community can be proud of:

- Competitive study programme portfolio and modern process of studies.
- Motivated students and highly competent lecturers.
- Research and experimental development corresponding to societal needs.
- Transfer of technology and innovation to business and society.
- Modern infrastructure adapted to studies and highest level research.
- Loyal community members working together and united in pursuit of their goals.



UNIVERSITY TOMORROW



UNIVERSITY'S VISION

Interdisciplinary university, competitive at the international level, developing and transferring new knowledge and innovations.

The University's vision is pursued with regards to the University's values via three value-creation chains and their objectives:

— **Studies**

Development of the high added-value future members of society.

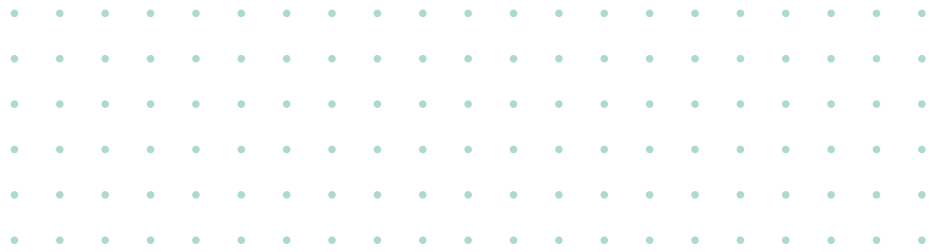
— **Research and innovations**

Development of knowledge and technologies corresponding to societal needs and their transfer to students, business and public sector.

— **Organisational development**

Insurance of effective performance of the University's activities and strengthening of the competencies of human resources.





Being aware of what we want to become and the added value we want to create for all the interested parties, we courageously set challenges and plan the actions for their achievement.



THE UNIVERSITY'S MISSION FOR THE INTERESTED PARTIES

The University's community undertakes to ensure the quality of studies and research results, develop the University's ecosystem based on trust, creativity and leadership.

Responsibly approaching the University's role in the society and the significance of the created added-value, and taking into consideration the needs of various interested parties, the following missions are stipulated in the strategy:

— **For society**

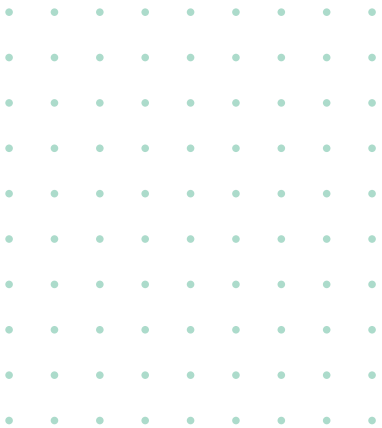
To be a proactive University creating a sustainable society.

— **For students and customers**

To create and transfer interdisciplinary knowledge and innovative technologies that create value.

— **For each other**

Cooperate and together pursue ambitious goals constantly improving with external leaders in science and business.



UNIVERSITY'S VALUES



RESPONSIBILITY TO SOCIETY

Responsibility to students, employees and partners with regards to transparency, academic integrity of the University's activities and social responsibility to people and nature.

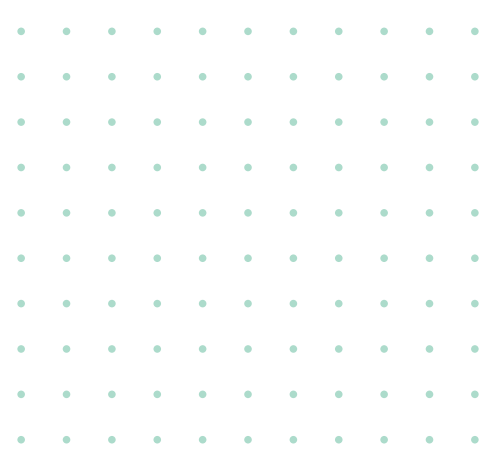
COOPERATION

Important within and outside the organisation. In cooperation, we aim to create a strong community with a constantly expanding network of partners.

CONSTANT IMPROVEMENT

Ensuring that our University's students are motivated and employees are inspiring professionals.

UNIVERSITY'S PRIORITIES



DEVELOPMENT OF INTERNATIONAL RELATIONS

ECIU University – development of the European university
Attracting international personnel and students
Development of an international brand, promotion of
visibility at the international level
Cooperation with international academic and research institutions

QUALITY OF STUDIES

S

SCIENCE-
BASED
STUDIES

Improvement of study programmes and
teaching process
Professional development of academic personnel
Modernisation of study environment

QUALITY FOR
STUDENTS AND
CUSTOMERS

Q

E

EFFECTIVE
SOLUTIONS FOR
SCIENCE AND
INNOVATION

RESEARCH AND INNOVATION BREAKTHROUGH

Improvement of research results
Development of R&D ecosystem
Strengthening of international project portfolio

SUSTAINABLE
DECISIONS FOR
THE BENEFIT OF
THE COUNTRY

S

S

SYSTEMIC
ORGANISATION
MANAGEMENT

ORGANISATIONAL SUSTAINABILITY

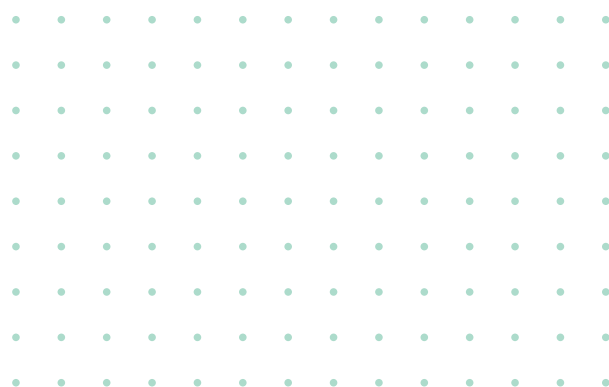
Development of human resources
Ensuring effective communication
Modernisation of infrastructure

UNIVERSITY FOR
EACH OTHER

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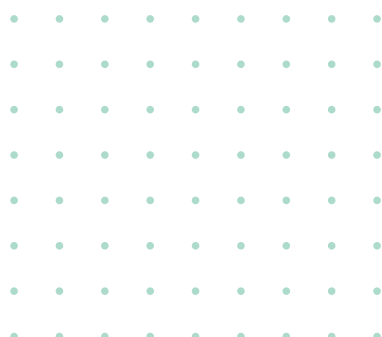
DEVELOPMENT OF INTERNATIONAL RELATIONS

One of the University's most important long-term goals – ambitious steps outside the Republic of Lithuania and targeted works aiming for the international recognition of KTU.



Each year, the University becomes more visible due to its successful cooperation with recognised foreign research and academic institutions and business enterprises. We are pleased with the constantly growing number of international students, lecturers and foreign partners, and the strengthening of the **international image** of the University. In our pursuit of productive activities, high quality and dissemination of results, we consider the development of international relations as one of the main priorities.

While performing the University's activities, we will continue increasing the number of international experts in the priority areas of studies and research, provide conditions for the international mobility of academic and administrative personnel. Cultural diversity, varying knowledge, skills and personal qualities can become a great framework for a strong and exceptional team.





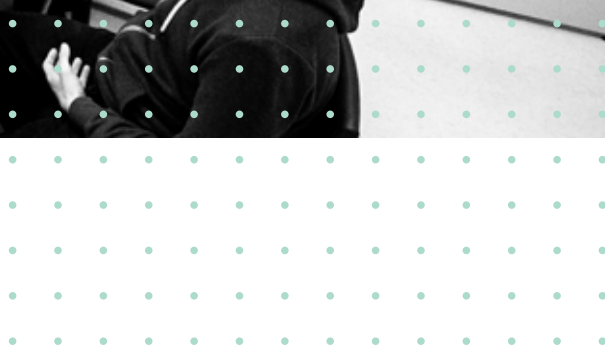
Ensuring an attractive study environment will increase the attraction of foreign students and provide all the students with an opportunity to learn about other cultures during their studies. It will enable the preparation of specialists corresponding to the international market needs capable of quick adaptation to various cultural environments.

Today, we are proud members of such influential international organisations and associations as EUA (European University Association), **CESAER** (European Association of Leading Specialised and Comprehensive Universities of Science and Technology), **ECIU** (European Consortium of Innovative Universities), etc. The University is in cooperation with more than 350 research and academic institutions in 50 countries of the world as well as the representatives of international business enterprises.

In 2015, KTU took one of the most important steps in the development of international relations by becoming a member of the network of the European Universities – **ECIU University**. In cooperation with foreign universities, their communities, representatives of business, public sector and civil society, we have begun the development of an innovative challenge-based higher education model in Europe.

Constant exchange of knowledge and experience among all the interested parties will help to develop innovative solutions for a system of studies, co-creation and cooperation, bring together the most talented students and lecturers.

We will continue our participation in the development of international cooperation networks, strengthen our partnerships with foreign research and academic institutions and business representatives, their involvement in the process of studies and activities of research, experimental development and innovation (R&D), ensure the international dissemination of the achieved results.



EXPECTED RESULTS IN 2025.

80 %

Increase in the number of foreign students

100 %

Increase in the relation among the foreign and all academic employees

75 %

Increase in the number of foreign traineeships and training of employees



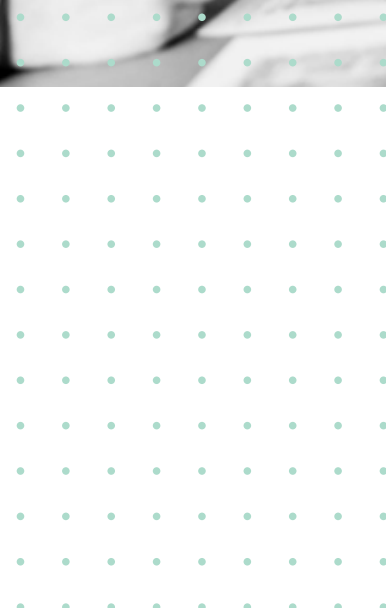
QUALITY OF STUDIES



Today, we have more than 150 000 graduates of the University. We are proud of every one of them, being sure that graduates of the University are educated, civic, socially responsible individuals who bravely accept changes; they successfully contribute to the creation of wealth of our city, country and even the world.

To make sure our graduates continue to change the world, we will focus on the modernisation of study environment, professional development of lecturers and constant updates of study programmes.

Vice-Rector for Studies
Jonas Čeponis



The University is a research and academic institution developing the skills and abilities of its students, encouraging their motivation and personal development. It is a place for sharing the latest knowledge and experience, and transferring the latest research achievements and acquired practical experience to students.



Our main obligations are to our **STUDENTS** and we offer them **SCIENCE-BASED STUDIES**. We assume the responsibility for the development of responsible creators of future technologies and entrepreneurs. One of our strategic long-term goals is the entirety of synergy among the competent lecturers, motivated students, inclusive study environment and research content corresponding to the current needs.

PRIORITY ACTIVITIES: MODERNISATION OF STUDY ENVIRONMENT

We undertake to continuously develop the environment for students adapted to high-quality international and interdisciplinary studies where everyone, who is motivated to learn, is accepted.

Taking into consideration the rapid changes in the environment and the need for skills of quick adaptation, we will provide good conditions for individual work of students, modernise the University's Library and its premises, renovate most of the spaces for studying in the faculties. Another equally important priority – our attempts to adapt the study environment and facilitate the integration of various students with special needs providing everybody with equal opportunities to acquire higher education.

We undertake to improve the living conditions of the students accommodated at the University's dormitories; therefore, we will modernise the buildings adapting them to the expectations and needs of students.

PRIORITY ACTIVITIES: DEVELOPMENT OF ACADEMIC PERSONNEL

The University has always been proud of its strong academic community. Today, the University's team of lecturers and researchers consists of professionals in their fields who ensure a high-quality transfer of knowledge at theoretical and practical levels. We undertake to constantly strengthen this team by encouraging leadership, creativity and motivation of our academic community and ensuring a continuous synergy of studies and research.

The University's participation in the creation of the ECIU University will take the personal development opportunities of our academic personnel to a new level. Working with colleagues from the most innovative European universities will enable sharing of good practices, development of knowledge and skills. Successful integration of young educators in the process of studies is particularly relevant to the University; therefore, we will develop and introduce the programme for the preparation of young lecturers.

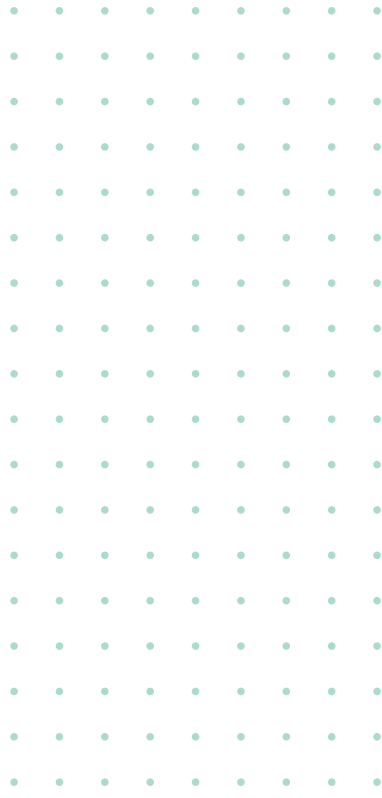
In the future, we will continue strengthening the communication between students and lecturers, and get more practitioners of business and public sector actively involved in the process of studies, expand the cooperation with other local and foreign research and academic institutions.

PRIORITY ACTIVITIES: IMPROVEMENT OF STUDY PROGRAMMES AND TEACHING PROCESS

At the University, we are capable of providing proper conditions for the development of international relations and ensuring the synergy among nature, technology, social sciences, humanities and arts. It increases our abilities to constantly steer the processes of studies, research and experimental development in the direction determined by the needs of industry, business and society at national and international levels.

We will focus more on the modernisation of study programmes and teaching process, adapting them to the needs of tomorrow. We will enhance the content of studies using technological knowledge and tools. We will make sure all the members of our academic community can use digital means in the organisation of the teaching process.

We constantly maintain sustainable cooperation with business, industrial and public sector representatives trying to get them involved in the teaching process and create mutual results. We will continue the development of various initiatives promoting



the visibility of our graduates in the labour market. We aim to attract the largest number of partners who could offer internship positions to students as well as new job positions to graduates. We have to promptly respond to the market changes and correct the study programmes accordingly, preparing competent and highly qualified specialists corresponding to the market needs.

We will update the portfolio of non-formal education programmes, adapting the current programmes and offering the new ones for the ever-changing needs. Our brave experiments and development of non-standard projects of non-formal education will help to bring together a large group of children and adults who want to deepen and expand their knowledge and skills.

EXPECTED RESULTS IN 2025



20 %

Increase in the total number of students

10 %

Increase in the employability of graduates

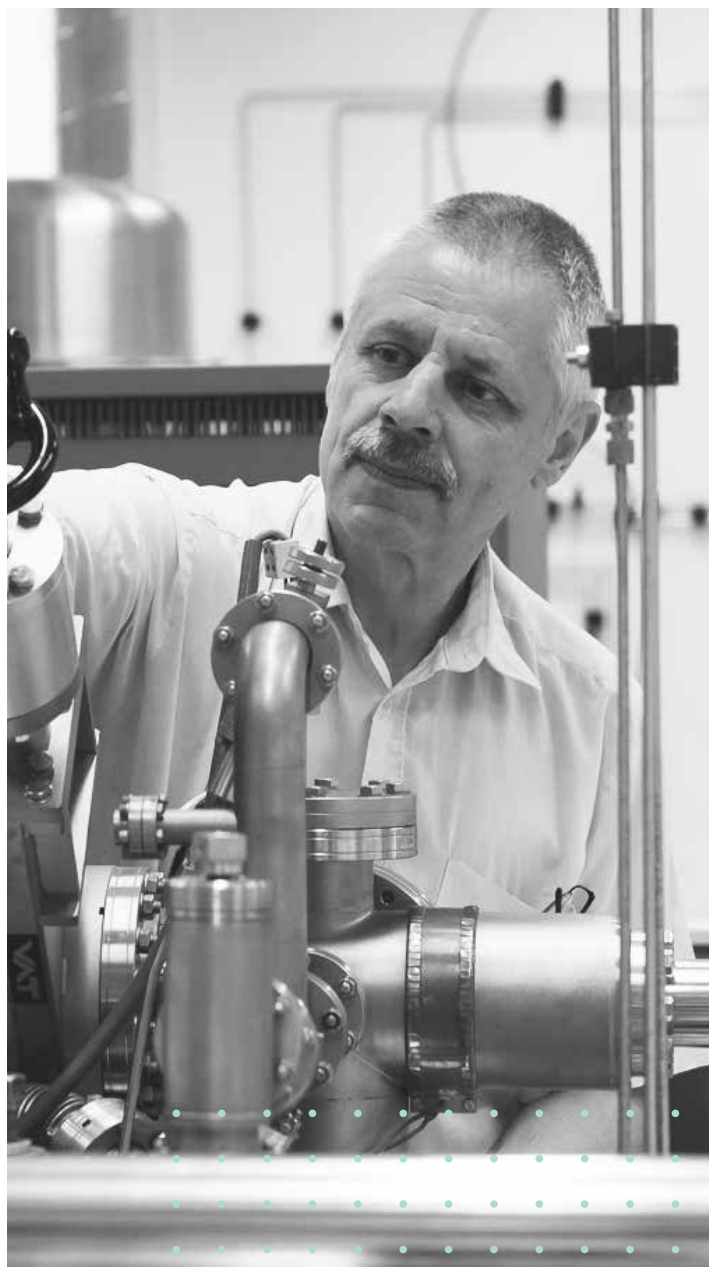
100 %

Attested study modules
Moodle courses

RESEARCH AND INNOVATION BREAKTHROUGH

We are proud of the achievements of our academic employees in fundamental and applied research. To implement this University's strategy, we will provide conditions for academic employees to successfully attract the external funding for R&D from the sources of international and national competitions, the sponsors from industry, business, public sector and private sponsors in cooperation with our partners from the ECIU, the EUA, the CESAER, etc. networks and the representatives of civil society.

**Vice-Rector for Research and Innovation
Leonas Balaševičius**



LONG-TERM GOAL –
RESEARCH AND INNOVATION
BREAKTHROUGH

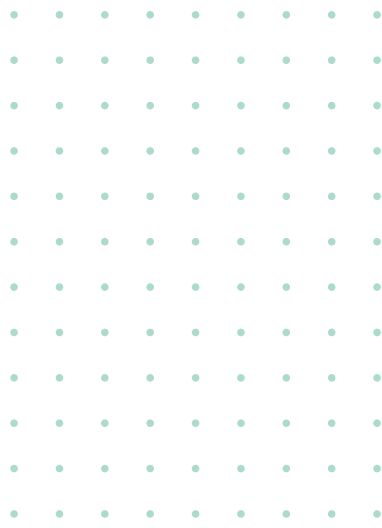


Innovative fundamental and applied research solutions corresponding to today's and tomorrow's challenges are being developed at the University.

Leadership, high quality of scientific results and new research discoveries promote the mobilisation of the academic community and enhance the quality of research.



The University is responsible to **SOCIETY** to continue searching for **EFFECTIVE SOLUTIONS** for sustainable growth and increasing the competitiveness of the country. The University's academic community will concentrate on its attempts to achieve a **RESEARCH AND INNOVATION BREAKTHROUGH.**



**PRIORITY ACTIVITIES:
IMPROVEMENT OF RESEARCH RESULTS**

The knowledge developed and the research results achieved at the University directly contribute to the creation of wealth for society. The University’s community is interested in the achievement of the best results creating a high added-value and the performance of the highest level research corresponding to the changes in the economic, cultural, political and social environment.

We aim to improve the research results by ensuring the growth of the results of research activities (scientific publications, international patent applications, income of research projects) and enhancing their quality, as well as ensuring the effective preparation of future scientists and more active cooperation among the University’s departments. It will allow focusing more on the solutions ensuring the adaptation of the results in business and public sector.

**PRIORITY ACTIVITIES:
DEVELOPMENT OF R&D ECOSYSTEM**

The development of R&D ecosystem includes the transfer of R&D knowledge and technologies and the development of entrepreneurial activities and the University’s infrastructure. The University’s community is strengthening the relations among all the participants of R&D ecosystem. By strengthening their partnership networks, the participants of R&D ecosystem, i.e., scientists, researchers, students, various research and academic institutions, start-ups, business and industrial enterprises, government and non-governmental institutions, etc., make a significant contribution to the development of the regional R&D ecosystem and pursue the innovation breakthrough locally and abroad. During the development of the ecosystem, it is very important to provide innovative technological solutions in the smart specialisation priority axes.

The development of the infrastructure for R&D activities and studies, the involvement and active participation in the national and international R&D infrastructures boosts the development of the researchers' competence, the development of leaders in science, the cooperation with other research and academic institutions, business, industrial or public sector enterprises and organisations.

The following aspects are particularly important to us: enabling the activities of all the ecosystem participants, strengthening the cooperation, exchange of knowledge and good practices, encouragement of leadership. The University will be involved in the international business incubation and acceleration programmes. All these aspects will enhance the effectiveness of R&D ecosystem and the impact of R&D activities on society as well as bring together a critical team of scientists and researchers for an R&D breakthrough.

The development of interdisciplinary knowledge and advanced technologies will help us ensure the dissemination of knowledge and innovation in society, the national and international recognition of the University and the successful functioning of R&D ecosystem.

PRIORITY ACTIVITIES: PLANNING OF INTERNATIONAL PROJECT PORTFOLIO

Today, the University already has exceptionally successful projects implemented in Lithuania under the EU Framework Programme for Research and Innovation "Horizon 2020". Aiming to become even more successful in international research and academic programmes, we will focus more on the concentration of the leaders in science and studies, encourage interdisciplinary and international cooperation in the implementation of research and academic projects.

The development of project cooperation networks will assure the high quality of project activities, the development of the project skills of the lecturers and researchers and enable to gather



and maintain an international level research potential at the University. The University's researchers will be actively involved in the activities of various global research and knowledge networks, develop international relations with other research and academic institutions as well as industrial and business enterprises.



EXPECTED RESULTS IN 2025

20 %

Increase in the income from R&D works and services

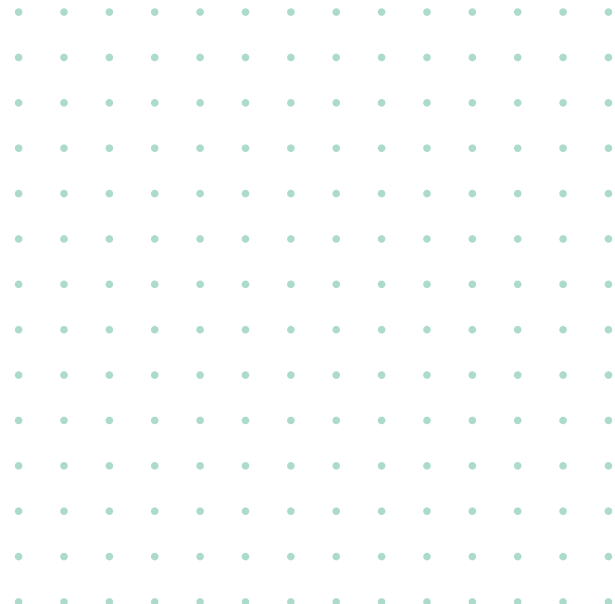
10 %

Increase in the income from project activities

10 %

Increase in the number of papers in the scientific journals of foreign publishers

LONG-TERM GOAL –
RESEARCH AND INNOVATION
BREAKTHROUGH



TECHNOLOGIES FOR SUSTAINABLE FUTURE

- Artificial intelligence and robotics
- Biomedical engineering and medical technologies
- Chemical and environmental technologies
- Diagnostic technologies
- Applied mathematics
- Electronics and electrical engineering
- Functional materials and technologies
- Information and communication technologies
- Food systems and biotechnologies
- Mechanical and transportation engineering
- Construction technologies
- Applied and medicinal chemistry
- Sustainable energy

PRIORITIES OF KTU ACTIVITIES

- Transformation of industry
- Digital transformation
- Smart cities and resilient communities

SUSTAINABLE SOCIOCULTURAL DEVELOPMENT

- Architecture, urban activities and cultural heritage
- Audiovisual arts
- Educational environments and technologies
- Financial technologies
- Economic analytics and competitiveness
- Business models
- Innovation management and entrepreneurship
- Organisational development
- Industrial design
- Digital media and culture
- Public administration

ORGANISATIONAL SUSTAINABILITY



Today, our University is strong, socially responsible, creative, proactive, united and fostering its academic environment. These are the main characteristics we aim to maintain in the future. All of us are responsible for the attempts to have motivated and curious students and professional lecturers, researchers, managers and specialists who aim for good results, encourage responsibility and inspire with their creativity.

Director of Organisational Development
Evelina Meilienė

A strong and sustainable organisation always begins with a motivated and confident individual. The solidarity of the community is one of the University's goals; we achieve it by creating an attractive environment for work and learning, providing conditions for more effective communication and cooperation.

The members of the University's community identify equally ambitious goals and obligations **TO EACH OTHER**: constantly improve with the leaders in science and business, create a modern environment inspiring high-quality work and growth. All of this will ensure a consistent, **SYSTEMIC ORGANISATION MANAGEMENT** leading to an **ORGANISATIONAL SUSTAINABILITY**.



PRIORITY ACTIVITIES: DEVELOPMENT OF HUMAN RESOURCES

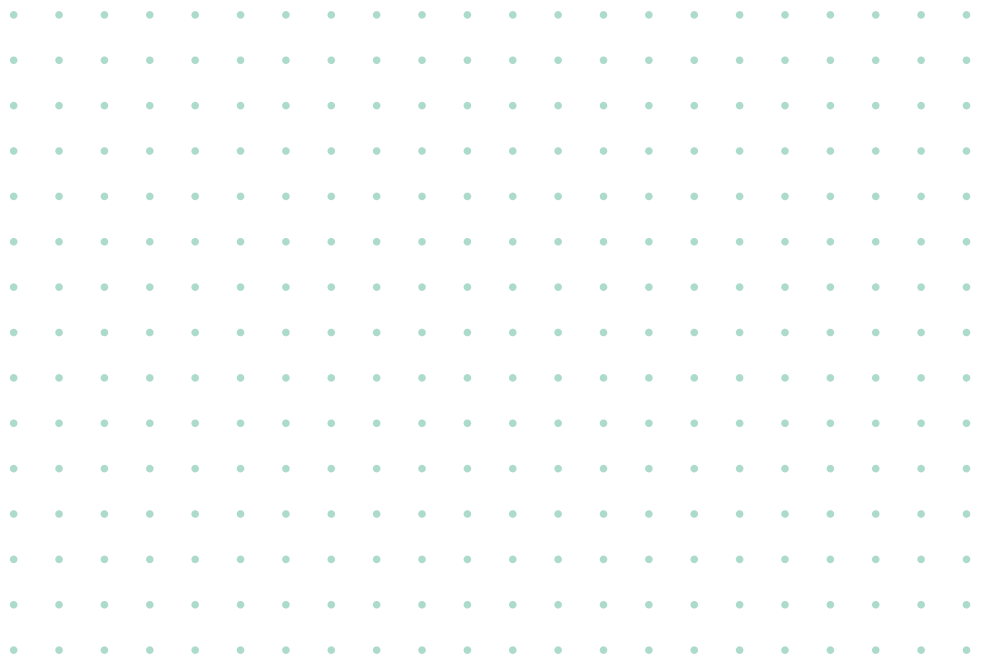
An individual is the most important component of the University's organisational ecosystem. It is our joint responsibility to make sure our community consists of ambitious students pursuing high results and employees who encourage the freedom of creativity, inspire and create.

One of the University's priorities is the provision of career opportunities to its present employees and the attraction of new professionals in the field. We will provide everyone with a possibility of constant growth and improvement by developing research, pedagogic, professional and subject competencies. We will focus more on the development of managerial and leadership competencies, provide opportunities to participate in individual and group training, encourage the initiatives of sharing of experience and development of young managers. The increase of social responsibility, the insurance of equal opportunities and the pursuit of compatibility of organisational and personal values also become our priorities for the next years.

PRIORITY ACTIVITIES: ENSURING EFFECTIVE COMMUNICATION

The sense of community is ensured by the employees' involvement in the University's activities and the effective internal communication among the community members. We will increase the effectiveness of communication and cooperation among the employees by enhancing the quality of internal communication, focusing more on the development of internal and external cooperation projects.

A coordinated system of external communication is just as important to the University. The University's communication system will be developed and expanded to effectively strengthen



the image of KTU in the public domain, properly represent the achievements of the University’s employees and clearly reveal the added value created by the University’s community to all the interested parties. We undertake to ensure the effectiveness of comprehensive communication by implementing the solutions of integration of internal and external communication, including timely management of crisis communication.

PRIORITY ACTIVITIES: MODERNISATION OF INFRASTRUCTURE

The University’s infrastructure has to be used effectively and provide the framework for the successful development of research and studies. We will invest in the updates of the information systems, contemporary academic and research laboratories equipped with modern devices and enabling the implementation of high quality studies and high level R&D activities. To effectively contribute to the priorities of sustainable development, we will focus on the installation of energy-efficient measures in the buildings.

We will continue to actively review the organisation’s performance processes and aim to ensure the productivity of activities and the rational use of resources. We will consistently introduce the innovations in the organisation’s systems and technologies, improve and digitise the performance processes.



EXPECTED RESULTS IN 2025

20 %

Increase in the index of the employees' satisfaction

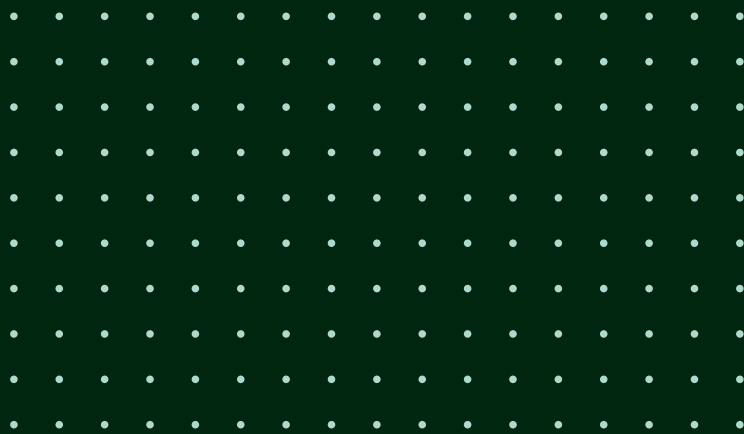
40 %

Increase in the weighted favourability coefficient

30 %

Increase in the use of renewable energy in the buildings at the Student Campus

We believe that a creative and motivated student, a professional and inventive employee and an environment inspiring leaders and creativity are the basis for vitality and successful implementation of the strategy.



The University's strategy performs the function of the roadmap and answers the question "What do we want to achieve?" Besides the strategy, we have prepared the action plans which define specific actions and measurable results and answer the question "How do we plan to achieve it?"

The success of the University's strategy depends on the daily contribution of each member of the University's community.

