



2025

ANNUAL REPORT
OF KAUNAS
UNIVERSITY OF
TECHNOLOGY

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MESSAGE FROM THE RECTOR

In 2025, Kaunas University of Technology (hereinafter - University, KTU) became even more visible and recognisable both nationally and internationally. By demonstrating professionalism and leadership, we purposefully strengthened what we believe in most: the quality of studies, the impact of science and the unity of our community.

The enhanced quality and potential of studies are reflected in the significantly increased number of people who have chosen to embark on their educational journey with our university. The noticeable increase in the number of admitted students, excellent early admission results, and the share of students who chose KTU as their first-choice university: all of this shows the trust the student community has placed in us, which we justify through ambitious goals and results-driven work. We have begun and will continue our efforts to strengthen the student-centred study model, improve the study environment, and enhance students' social well-being and engagement. The available infrastructure and its targeted application create opportunities to develop experiential learning and ensure the accessibility of prototyping activities in the study process. By developing a systematic model of interdisciplinary study activities, we provide conditions for our students to consistently develop practical, creative, problem-solving competencies, as well as skills relevant to emerging technologies. Thanks to the professionalism of our teachers, we prepare graduates who are capable of applying their knowledge as well as creating solutions, acting responsibly, and cooperating in international teams.

Aiming to strengthen the study and research infrastructure of the consolidated Teacher



Training Centre, which has been in operation for a year, we launched the project “Teacher Training Infrastructure with a Pilot School, Applying Universal Design Principles” in 2025. Together with our project partners, we aim to establish a research-based teacher training base with an integrated gymnasium, where future teachers can combine pedagogical theory and practice in a real teaching environment, thereby strengthening their competencies and contributing to the improvement of the quality and innovation of Lithuania's entire education system.

The synergy among research, studies and innovation remains one of our greatest strengths, so 2025 has also become a year of significant breakthroughs in the areas of research and innovation. Undoubtedly, the University's decision to acquire Lithuania's first quantum computer attracted the most attention from the scientific community, as it will enable a breakthrough in unique research and create a tangible impact. Thanks to the courage and initiative of its community members, KTU successfully strengthened its image on the international arena

last year by creating sustainable connections with Silicon Valley scientists, and at the end of the year, the Open Innovation Centre was opened. The activities carried out at this centre will help expand the international network of science-business partners and develop targeted collaborations. The University's researchers are achieving internationally recognised results by successfully advancing the activities of the competence centres launched in previous years, and commitments to develop the infrastructure of these centres will soon lead to noticeable upgrades of the KTU Student Campus. However, looking back on the past year, I want to talk about more than just our achievements and implemented projects. There are people behind every result, their knowledge, ideas, and decisions, their determination and dedication to shaping and strengthening the identity of our organisation.

Like every year, the University placed particular focus on fostering the social and emotional well-being of its employees. It expanded the opportunities to strengthen employees' competencies and deepen their knowledge; developed mentorship and career programmes; encouraged community spirit and initiatives to

foster values; and a unique employee well-being programme "How are you?" was launched. KTU's achievements were recognised with the "Wings of Equality" award from the Office of the Equal Opportunities Ombudsman, demonstrating that the University creates an environment where everyone can feel seen, heard, and empowered to grow.

The University's achievements are the result of the entire community's united efforts, proving that a consistent, purposeful, and trust-based partnership can open up new opportunities. I would like to thank every member of the KTU community - students, employees, alumni, and partners - for making the University what it is today. Your work, achievements, initiatives, and successes shape who we are today.

We have entered 2026 full of determination. At the end of last year, the new long-term KTU strategy was approved, in which the entire University community affirmed its ambition to be a progressive, open, inclusive, and impactful space for studies, research, and innovation, founded on a strong, united, and responsible community.

With gratitude

Rector

Prof. Dr. Eugenijus Valatka

2025 FACTS AND FIGURES

STRATEGIC INDICATORS

	2023	2024	2025
Revenue for R&D&I works and services, thousand EUR	3332	3766	4221
Revenue for research projects, thousand EUR*	16603	13616	24171
Number of academic employees	1052	1072	1134
FTE** of academic employees	849	909	944 ↗
Ratio of foreign and all academic employees, %	6,7	7,2	7,3
ratio of the FTE of foreign and all academic employees, %	5,0	5,8	5,9 ↗
Number of students (total)***	7407	7549	7938
first cycle studies	4984	4932	5157 ↗
second cycle studies	2028	2212	2338 ↗
third cycle studies	331	333	338 ↗
Number of international students (total)***	1143	1278	1429
first cycle studies	507	521	532 ↗
second cycle studies	273	342	397 ↗
third cycle studies	95	107	102
partial studies	267	307	395 ↗

* The figure does not include targeted funding.

** FTE for the job positions of employees, calculated by taking into account all hours worked by the employee.

*** The total number of students includes the students of professional studies of pedagogy.

2025 FACTS AND FIGURES

CURRENT STUDY PROGRAMMES

	2023	2024	2025
Number of study programmes	124	121	123
of which of the first cycle studies	47	43	42
of which of the second cycle studies	55	55	57 ↗
of which integrated studies	1	1	1
of which professional studies	1	1	2 ↗
of which of the third cycle studies	20	21	21
of which taught in the English language	69	80	81 ↗
of which joint and double-degree study programmes	25*	24	26 ↗

GRADUATES

	2023	2024	2025
Number of graduates	1850	1689	1853
of them of the first cycle studies	992	920	978 ↗
of them of the second cycle studies	761	664	772 ↗
of them of the third cycle studies (dissertations defended in the current year)	57	58	49
of them of professional studies	40	47	54 ↗

* The definition of the indicator and the calculation method have been corrected.

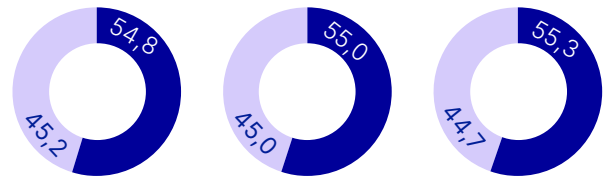
2025 FACTS AND FIGURES

EMPLOYEES*

	2023	2024	2025
Number of employees (occupied FTEs)	1754	1845	1914
of them teachers	579	578	593 ↗
of them researchers	132	115	118 ↗
of them project staff	138	215	234 ↗

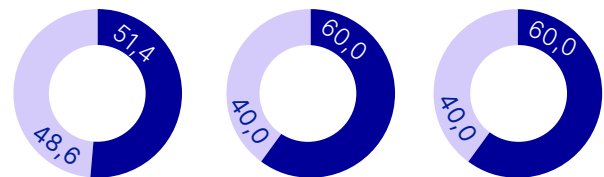
Ratio of employees in terms of gender, %

- Female
- Male



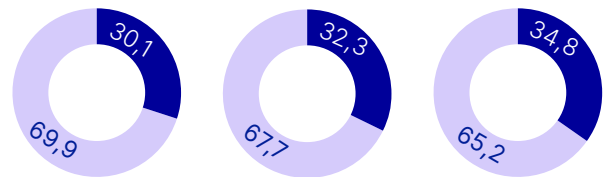
Ratio of employees in terms of gender – top-level managers, %

- Female
- Male



Ratio of employees in terms of gender – holding the highest academic positions, %

- Female
- Male

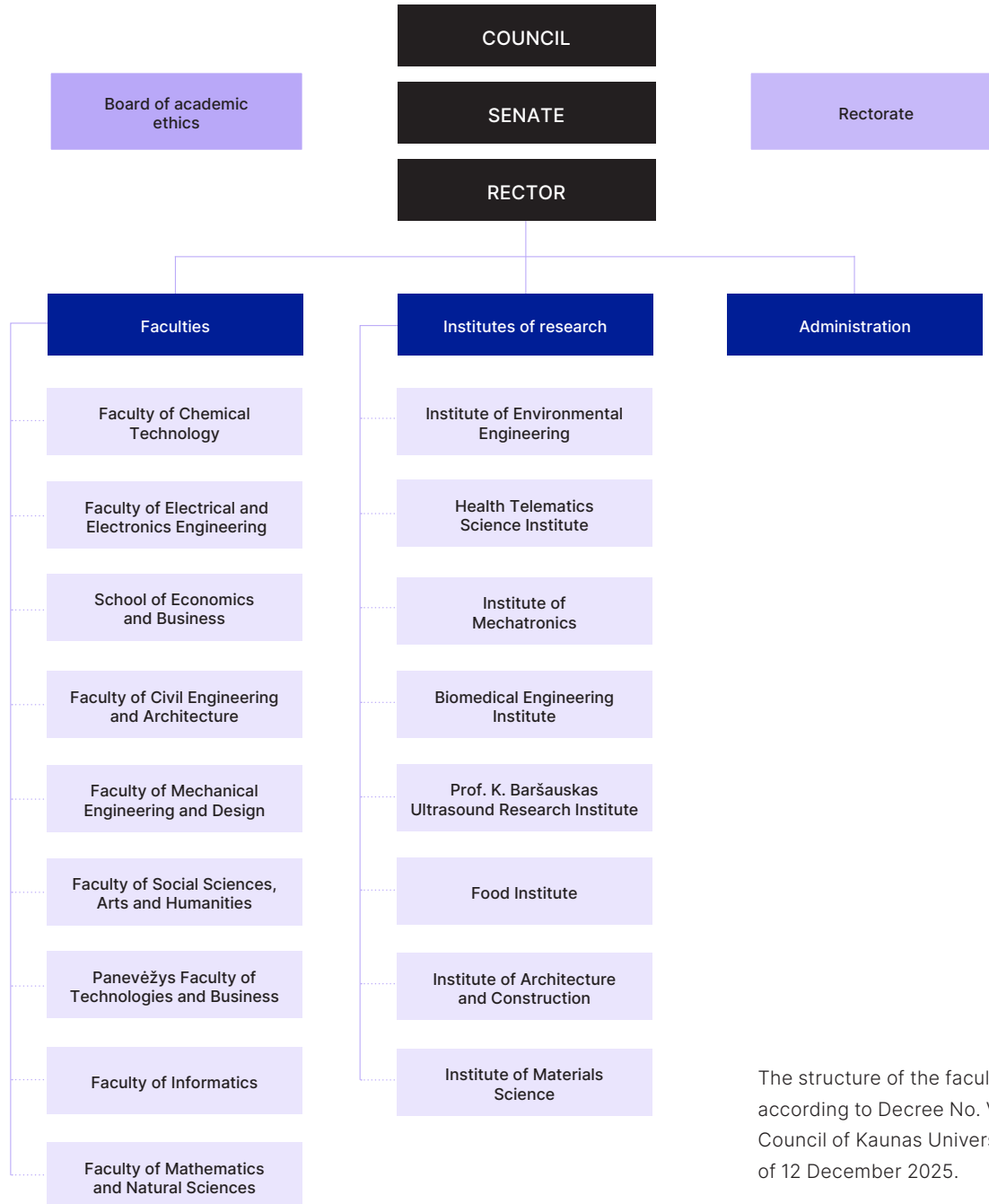


* According to data from the last working day of the current year.

Additional information for the reporting period, according to the requirements of the Law of the Republic of Lithuania on Public Sector Accountability regarding the remuneration of persons holding executive positions and significant transactions, is provided in the set of the University's annual financial reports, which is published in the [Financial Reports](#) section of the University's website.

STRUCTURE OF THE UNIVERSITY

Faculties, Research Institutes, Administration

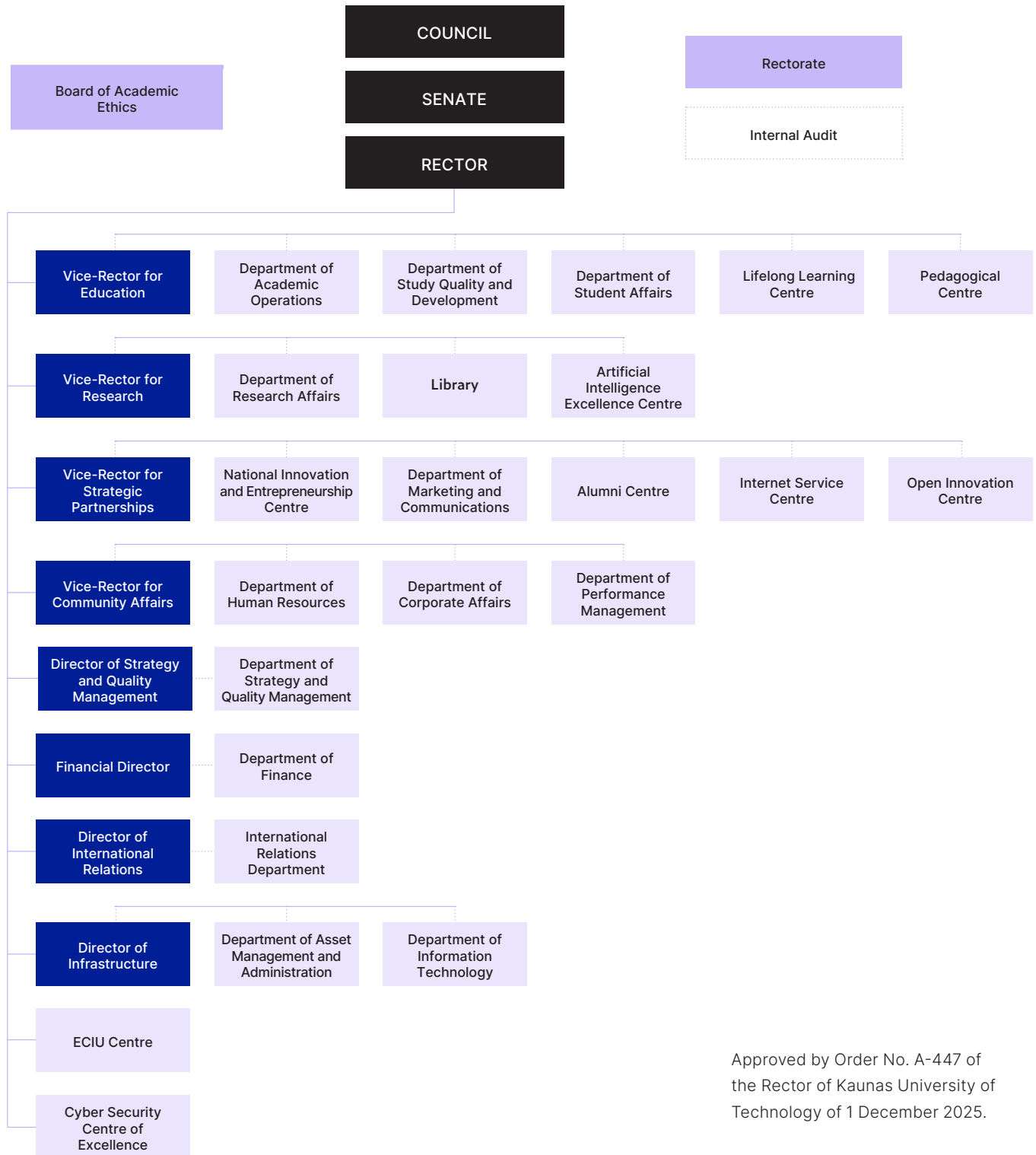


The structure of the faculties is prepared according to Decree No. V7-T-11 of the Council of Kaunas University of Technology of 12 December 2025.

The structure of the science institutes is prepared according to Decree No. V7-T-49 of the Council of Kaunas University of Technology of 31 December 2014.

STRUCTURE OF THE UNIVERSITY

Non-academic Departments (Administration and Service)



Approved by Order No. A-447 of the Rector of Kaunas University of Technology of 1 December 2025.

1. VALUE CHAIN IN STUDIES



2025 KEY INDICATORS

Table 1. Strategic indicators of the value chain in studies

Indicator	2023	2024	2025
International academic exchange for students	365	407	571
of which internship/fellowship	98	82	109 ↗
of which academic exchange for partial studies	267	325	462 ↗
Number of teaching visits of KTU teachers at foreign universities	189	204	161
Student satisfaction in terms of the quality of the educational and recreational environment	3,83	3,93	n. d.**
Ratio of the students who graduate on time and the admitted students, %	57	54	57
Employability of graduates (highly qualified professionals) within 12 months after graduation, %	84	83*	83
Revenue of non-formal education, thousand EUR	579	675	640
Revenue of study projects, thousand EUR	4369	5734	3709
of which revenue from international study projects, thousand EUR	2448	2955	3302 ↗
of which revenue from national study projects, thousand EUR	1921	2779	407

* The methodology for calculating graduate employability has been amended since 2024: the algorithm for calculating the student employability indicators report in the Education Management Information System has been adjusted to comply with the amendments of the institutional assessment order adopted on 4 November 2024

** n. d. – no data; the 2025–2026 "Student Voice" student opinion survey has been moved from the autumn semester to the spring semester.

IMPLEMENTATION OF KEY ACTIVITIES PLANNED FOR 2025

Development of competency-based studies

- Thematic discussions and workshops were organised with the academic community, students, and social partners, and a graduate survey was conducted to identify the general competencies that should be developed during their studies and that are important for their professional activities.
- An analysis of competency models, future skills trends, international strategic documents, and best practices from institutions was conducted, and a list of the University's general competencies (universal skills necessary for any profession or area of activities and applicable in various contexts) was formulated.
- A methodological framework was developed for the transformation of study programmes, transitioning to a competency-based study model, defining planned changes in the content of studies, teaching/learning and assessment methods, as well as their connections to the competencies being developed.

Enabling prototyping in studies ("Young Lab")

- In the process of the development of the concept and activities of the "Young Lab" space for young researchers, the Prototyping Centre for First Stage Researchers was established. It is responsible for the systematic implementation of interdisciplinary study activities and enabling prototyping in studies, providing students with conditions for consistent development of the practical, creative, and problem-solving competencies required for modern professional activities.
- A strategy for developing prototyping competencies in the University's study programmes has been developed, defining a consistent model for developing prototyping competencies in all study cycles and strengthening studies based on experiential learning.
- A "Fab Lab" network strategy has been developed, defining the direction for the development of prototyping infrastructure and ensuring the accessibility of prototyping activities in the study process.

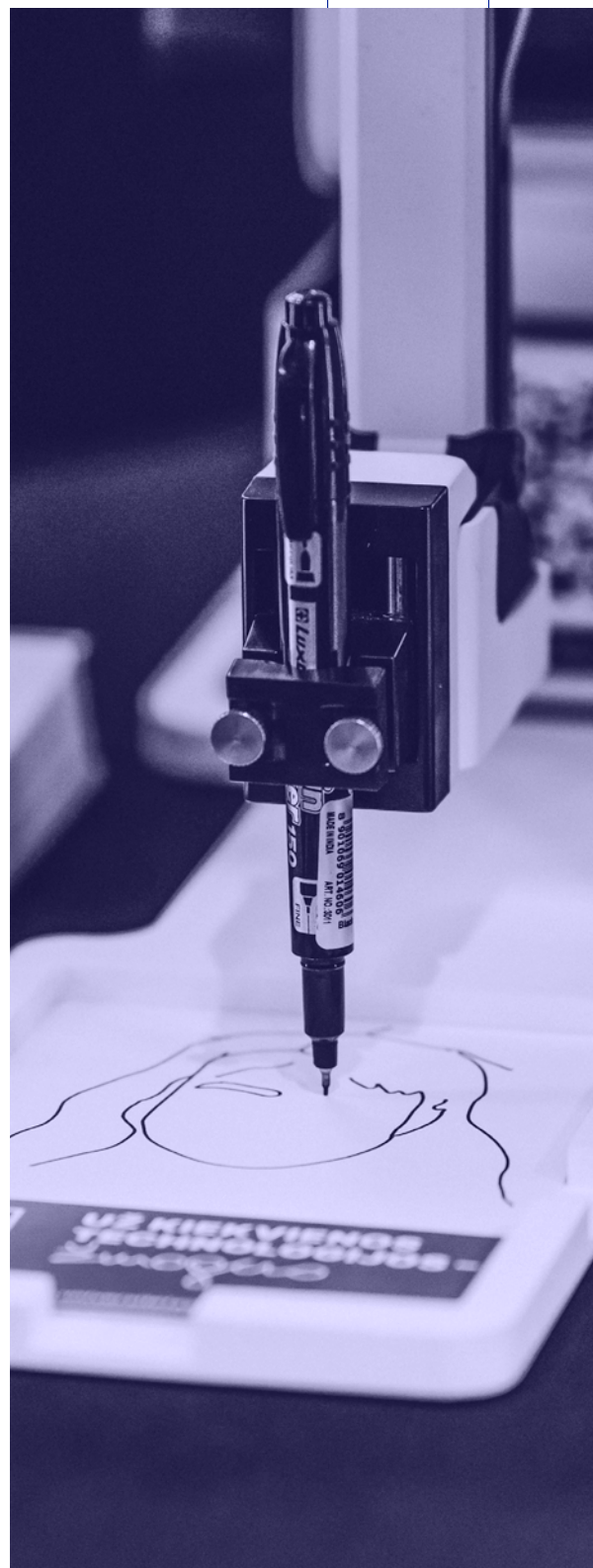


Integrating artificial intelligence in studies and study processes

- The University organised the Study Innovation Day "DI KarTU 2025", dedicated to the transformation of higher education and the role of artificial intelligence (hereinafter - AI) in the study process, which brought together nearly 150 participants.
- A solution for implementing "Microsoft Copilot" (an AI-based assistant) was implemented at the University, ensuring access for all University students and teachers.
- An AI tool for the heads of study programmes was developed and piloted to help assess the formal compliance of students' final degree projects with requirements.

Developing a model to support teachers

- A tool for organising the semester of studies was developed for the heads of study programmes to ensure a constructive academic alignment among study modules, focused planning of the study process, and the consistent achievement of intended learning outcomes.
- Seven Teacher Cafés were organised to share best practices in AI, fostering creativity, inclusive education, integrating gamification elements into the study process, and other topics.
- Teachers Ž. Stankevičiūtė, K. Bočkutė, B. G. Urbonavičius, and V. Kederienė received awards for innovation and quality in studies.
- Funding was provided for 11 teacher applications aimed at developing innovations in study modules and improving the student learning experience, helping students acquire competencies relevant to their careers.





Creating a quality standard for lifelong learning activities

- A package of didactic and methodological assistance was developed for non-formal education lecturers who prepare training sessions for employees in the business and public sectors. A training course for non-formal education lecturers titled “How to Prepare for Training Sessions for Company Employees” was developed and implemented (27 participants in total).
- A package of administrative and consult assistance for employees was developed, including in-person and remote consultations, guidelines for the development and administration of training programmes, and collections of frequently asked questions (FAQs), designed to ensure consistent practices in programme development, data management, and implementation.
- Lifelong learning design guidelines were developed, and a new lifelong learning website was created and launched, where training is structured by six thematic areas and four target audiences, applying a unified approach to content presentation and user experience.
- 52 new lifelong learning training programmes were developed, and 39 training programmes were made available on the national adult learning platform “Kursuok”.
- Five national professional development programmes for teachers have been developed and are being implemented: “Fundamentals of Student Achievement Analytics for Schools: Tools, Skills, and Their Application”, “Strengthening the Professional Competence of Primary School Teachers: Diagnosis of Difficulties in Learning Mathematics and Strategies for Overcoming Them”, “Mathematics Education for (Highly) Gifted Students in Grades 5–8”, “Improving Chemistry Teachers’ Subject-Specific and Didactic Competencies”, “Introduction to Practical Electronics”.

- In 2025, 2 734 participants completed the training, including 1 359 children.

Strengthening and developing the SKILLed additional education programmes at the Talent Academy

- A new SKILLed ChipTech additional education programme was developed to provide knowledge and career opportunities in the field of chip technology; additional equipment necessary for teaching additional modules to the students of the programme was acquired; a plan was drawn up for the development of new modules to be taught to the students of the programme. Communication for the launch of the new programme was planned and implemented through student and external channels, and preparations for the admission of the first cohort in 2026 were completed.
- The content of the SKILLed FinTech additional education programme was reorganised based on the results of the focus groups of students, graduates, and business partners: the composition of the programme was

updated, and a process for the formalisation of the additional competencies acquired in the programme in the learning outcomes was established.

Creating a motivation system for students participating in art societies and sports teams

- A SWOT analysis of the current motivation system for students participating in art societies and sports teams was conducted, and focus groups were organised, including members of art societies and sports teams, alumni, leaders, and coaches.
- Additional communication measures were implemented for first-year students regarding opportunities to join art societies, sports teams, or participate in student organisation activities. Additional communication and a review of the motivation system led to an increase in the number of members in art societies and sports teams. Compared to 2024, the number of members in art societies increased by 3.4%, and the number of sports team members by 10.5%.



Developing academic mobility, with priority given to international student mobility

- In line with “Inclusion and Diversity”, one of the most important horizontal priority areas of the Erasmus+, the University continued to promote and conduct the mobility of members of the University community belonging to socially sensitive or vulnerable groups. In 2025, 29 University students belonging to the most vulnerable groups within the community received additional financial support for international mobility. Two information sessions were organised during the spring and autumn semesters to inform students going on academic exchanges about the possibility of receiving additional financial support.
- In 2025, 571 students and graduates went abroad for studies and internships. The popularity of short-term student mobility continued to grow rapidly. A total of 301 students participated in short-term study mobility. Compared to the previous year, the number of students participating in mobility abroad increased by 40%.
- KTU's membership in international academic networks also opened up additional mobility opportunities for students: in 2025, funding was provided for one student's studies within the BUP network and for 12 students to visit the “WindEurope” association.
- In 2025, teachers and administrative employees selected host universities based on quality criteria. Particular attention was paid to visits to partner institutions within the ECIU, BALTECH, NORDTEK, and SGroup networks. The geography of teacher visits also expanded significantly, and cooperation ties with Erasmus+ partner countries around the world were strengthened. Teachers visited partner universities in North and South America, Asia, and Africa.
- In 2025, the University hosted a large group of exchange students from a wide range of geographic regions and countries. 395 students came from various European countries, including France, Germany, Italy, Spain, the Czech Republic, Portugal, Finland, Poland, Turkey, Greece, Latvia, Romania, Belgium, Austria, Denmark, Bulgaria, and Hungary. The international academic environment was also significantly enriched by students from non-European countries: the United States, South Africa, Japan, Mexico, Azerbaijan, Kazakhstan, Georgia, Ukraine, South Korea, and Taiwan.
- In 2025, the University implemented three blended intensive programmes (hereinafter - BIP) focused on relevant fields of technology and engineering. 73 students from foreign partner institutions participated in the BIPs





“Artificial Intelligence and Big Data Shaping Our World” (Faculty of Electrical and Electronics Engineering), “3D Printing Technologies for Food and Medical Applications” (Faculty of Chemical Technology), and “Gripping the Future: Robotics in Action” (Faculty of Mechanical Engineering and Design). The programmes contributed to strengthening the internationalisation of studies, the application of innovative teaching methods, and the development of international academic cooperation.

- February 2025 was declared the “DiscoverED” Month. During this month, 8 events promoting exchange programmes were organised at the faculties, and a lecture to students “Your Passport to Global Careers: CVs and Interviews Across Borders” was delivered by a guest human resources specialist from Spain; students returning from academic exchanges shared their experiences during the “My Erasmus Experience” event; and the 13th information fair on studying and internships abroad “GO Abroad Fair” took place. In 2025, seven informal Café Erasmus meetings were organised for students interested in academic exchanges, along with two seminars “How to Find a Traineeship Abroad?” and four preparation sessions for students leaving for exchange studies. A “Country Dating” event was held every semester to create a unique

networking opportunity for KTU students going on exchanges, those who had already returned from them, and incoming students from KTU’s partner universities.

- More than 100 members of the academic community from 71 universities, representing 28 countries around the world, participated in the international teaching week “Global Faculty Week 2025,” held on 5-8 May 2025. Colleagues from various regions of the world, from Norway and Ukraine to South Africa, Ecuador, India, Malaysia, Brazil, etc., attended the event. During the week, participants gave lectures, participated in a cultural programme, and actively engaged in international networking. The event’s topic “Integrating Artificial Intelligence (AI) into Higher Education: Challenges and Opportunities” encouraged meaningful discussions on how AI is transforming teaching, learning, and research.
- In 2025, the successful development of the Exchange Counsellors mentorship programme continued. 22 exchange counsellors provided consultations to 80 students via the Academic Information System (AIS) plugin. Exchange counsellors promoted academic exchanges at the events of “Go Abroad Fair,” “My Erasmus Experience,” Organisation fairs, “Wanted” Career Days, “Country Dating” organised by the faculties and on social media.

MAJOR ACHIEVEMENTS IN STUDIES IN 2025

Student admission

- In 2025, KTU ranked third among Lithuanian universities in terms of the number of admitted students. A total of 2780 students were admitted (excluding the students of third cycle studies), which is 13.4% more than in 2024. As in previous years, the largest number of students were admitted to the Faculties of Informatics (666), the School of Economics and Business (472), and the Faculty of Mechanical Engineering and Design (383). The largest positive change in the number of admitted students is in the Faculty of Civil Engineering and Architecture (+40%), the School of Economics and Business (+21%), and the Faculty of Electrical and Electronics Engineering (+18%).
- 1 590 students were admitted to the **first cycle and integrated studies**, 15.6% more compared to 2024. 1 214 were admitted to state-funded and 376 students in state-non-funded positions.
- KTU was ranked third among Lithuanian universities in terms of the total number of students admitted to the third cycle studies and second in terms of admissions to state-funded positions in the first cycle studies. KTU ranked second in terms of the number of admitted graduates who obtained at least one 100-point grade in the state maturity examinations. KTU was in the first place (excluding specialised academies) in terms of concluded learning agreements under the study programme listed as the first priority (82%).
- Admissions to the first cycle and integrated studies were conducted in 40 study programmes, with the largest numbers of admissions in Software Systems (166), Civil Engineering (124), Informatics Engineering (92), Electronic Engineering (83) and Mechanical Engineering (83).
- 1093 students were admitted to the **second cycle studies**, 7.8% more than in 2024, including 866 students admitted to state-funded and 277 students to state-non-funded positions.
- KTU was in the second place among the Lithuanian universities in terms of the total number of students admitted to the second cycle studies, and admissions to state-funded positions (all positions are occupied).
- Admission to the second cycle studies took place in 52 study programmes, with the highest number of students admitted to Public Administration (79), Artificial Intelligence Informatics (60), Electrical Power Engineering (46), Management (40), and Structural and Building Products Engineering (37).
- 97 students were admitted to **professional studies of pedagogy**, 56.5% more than in 2024, including 61 students admitted to state-funded and 36 students to state-non-funded positions.

Consolidating the student attraction process

- Following an audit of the KTU website for the applicants, the value of the study programmes was identified, and the descriptions of the programmes and reviews were updated. The content presentation structure was reviewed, and new design solutions were implemented, with a strong focus on optimising navigation, adaptability, and accessibility in a mobile environment. At the same time, advanced analytics and monitoring tools were

implemented, enabling real-time analysis of user behaviour.

- Significant attention was paid to increasing the University's visibility throughout Lithuania, particularly in the regions. The University was presented at major study fairs with an updated stand concept, and the "Master the Universe" Master's Day attracted several hundred interested individuals. The presentation of the interactive audiovisual installation "Journey to Yourself" encouraged self-discovery as well as provided an opportunity to learn about KTU's study programmes and the added value they provide. In cooperation with Lithuanian National Radio and Television (LRT) and the public institution Science and Innovation Promotion Centre "Science Island", the second season of the science promotion podcast "Science Made Simple" featuring a new format and supplemented with video content, was launched.
- The early admission initiative for bachelor's studies "Spend Your Summer Focusing on Your Choices, Instead of the Admissions" was implemented for the first time. This project aimed to give applicants the opportunity to decide in advance whether to study at KTU and to ensure consistent preparation for admission and personalised communication with candidates even before the main admission.

International student admission

- 366 international students were admitted to the University in 2024 (first and second cycle, integrated studies and professional studies of pedagogy). The number of applications to study at the University remains similar (2272 in 2024 and 2361 in 2025); however, more attention is being paid to the quality of applications; therefore, the number of individuals invited to study continues to increase (688 in 2024 and 808 in 2025).





- 60 international students were admitted to the first cycle and integrated study programmes. 186 international students were admitted to the second cycle study programmes, which indicates a 9% increase compared to 2024.
- The largest numbers of international students were admitted to the first and second cycle study programmes of the Faculty of Mechanical Engineering and Design (89), the School of Economics and Business (54), the Faculty of Informatics (56) and the Faculty of Electrical and Electronics Engineering (47).
- In cooperation with the Education Exchanges Support Foundation, 11 students from Ukraine, Kazakhstan, Georgia, Armenia and Azerbaijan were admitted to the second cycle studies with state support (tuition fee coverage and a monthly scholarship).

Study programme portfolio

- 6 new study programmes were registered: professional study programme Subject Pedagogy Studies (6310MX010) and five second cycle study programmes: Architectural and Urban Contemporary Heritage (6281EX005), Design for Sustainable Future (6213PX003), Social Innovations and Research (6211JX109), Sustainable and Smart Urban Environment (6213EX003), Advanced Materials for Engineering (6211EX079).
- Two double-degree agreements were signed with foreign universities: with the University of Catania (Italy) to implement a double-degree master's programme Chemical Engineering; with Tampere University (Finland), a partner in the ECIU consortium, to implement a second-cycle study programme Management Technology.
- The following 5 study fields were evaluated by international expert teams and accredited for a maximum period of seven years: Electronics Engineering, Manufacturing Engineering, Software Systems, Architecture and Political

Sciences. The international experts emphasised the following commendable aspects in these study fields: high-quality of study programmes, strong preparation of students for their future careers, and good employment prospects for graduates, close cooperation with businesses and the involvement of social partners, the practical applicability of studies in research projects, international opportunities, innovative laboratories, the development of teachers' pedagogical competencies, and a student-centred study environment.

- In 2025, as part of the AACSB accreditation process, the School of Economics and Business submitted its final report, following which the University hosted an international delegation of experts from three AACSB-accredited business schools (from Finland, Croatia, and the United Kingdom), which evaluated the transformation of the University's business studies model, progress in AoL, the implementation of internationalisation priorities, and the maturity of the quality system during the AACSB accreditation process.
- The first cycle study programme Food Science and Technology (6121FX007) and the second cycle study programmes Food Science and Nutrition (6211FX011) and Food Technology Innovations (6211FX012) received international accreditation from ASIIN (Accreditation Agency for Study Programmes in Engineering, Informatics, Natural Sciences and Mathematics) and were awarded the ASIIN and "EQAS-Food Award" (European Quality Assurance Scheme Accreditation Commission) quality labels.
- The first cycle study programme Finances (6121LX022) received the AICPA & CIMA (Association of International Certified Professional Accountants & The Chartered Institute of Management Accountants) international accreditation CIMA. The second cycle study programme Accounting and Audit (6211LX037) received the international

accreditation ACCA (Association of Chartered Certified Accountants).

- An in-depth analysis of the study programme portfolio was conducted to help ensure the internal quality of the University's study programme portfolio and the monitoring of study programmes. During the analysis of the study programme portfolio, competitor, quantitative, qualitative, priority, and SWOT analyses were conducted, and a report and development plans for study programmes were prepared.
- The study programme investment applications were funded to develop and enhance the quality of the bachelor's study programmes Applied Chemistry, Biomedical Materials Industry, Business and Entrepreneurship, and the master's study programmes Applied Chemistry and Medicinal Chemistry, as well as to create an inspiring learning environment.



IMPLEMENTATION OF THE UNIVERSITY'S STRATEGIC PRIORITIES IN 2025

Strengthening of student-centred studies

- The early admission for the first cycle studies was implemented and was highly popular. As many as 492 students who applied through early admission were subsequently admitted during the main admission organised by the Association of Lithuanian Higher Education Institutions for Joint Admissions (LAMA BPO). In 2026, early admission will be offered for both the first and second cycle studies to attract the most motivated students.
- Academic support for first-year students of the first cycle studies was enhanced. Preparation courses were organised for high school graduates taking the 6 maturity examinations, and bridging courses in 5 fundamental study subjects were organised for first-year students (a newly developed on-campus mathematics course for the persons with the lowest level of preparation), and personalised invitations to attend bridging courses for relevant subjects were sent to all first-year students (based on basic preparation) at the beginning of their studies.
- All e-courses for study modules in the Moodle environment have been adapted according to the KTU template and updated content requirements.
- On 16 April 2025, the KTU Chip Academy was opened, aiming to bring together scientific knowledge, young talents, and infrastructure to strengthen the technological, scientific, educational, and innovation capabilities of Lithuania's semiconductor industry. The KTU Chip Academy is part of the Europractice network, which enables the University's researchers, students, and business representatives to access the most advanced chip design technologies from global market leaders such as Cadence, Synopsys, and Siemens.



- Students from KTU and other universities in the ECIU network actively attended the micromodules offered by KTU. 310 students completed 21 micromodules developed by the University, acquiring knowledge and skills relevant to their studies, future profession, or personal development.
- To improve graduation success rates, an audit of the quality of the final degree project process was conducted, and measures to improve the process were planned.
- A project to update the Student Feedback System was developed and will be implemented during the 2025–2026 academic year. During the project, the number of surveys was optimised, survey questionnaires were updated, and the process for closing the feedback collection cycle was reviewed and improved.
- The Methodological Guidelines for Preparation of Written Works (e-publication) were updated, including formal requirements for written works and templates for major written works.

Digitisation of the learning environment

- The academic information system has been updated with a new set of tools for the heads of study programmes designed for the monitoring and ensuring the quality of study programmes; the subsystems for the approval of modules, study programmes, individual work plans of academic employees, and product development projects.
- A one-stop-shop student admission process has been introduced; all admission applications are submitted via a centralised platform.
- The digitisation of the students' study documents has been completed: decrees, recognition of students' learning outcomes (obtained at other institutions), and personal file summaries.





- A subsystem for verifying the upload of final degree projects to the Lithuanian Academic Electronic Library (eLABA) repository has been installed to ensure the successful process of the students' settlements with the University.

Strengthening of subject and didactic competencies in teachers

- In 2025, experts of the EDU_Lab Centre of Excellence in Teaching and Learning developed and successfully implemented three new training programmes for teachers: "AI in the Teacher's Toolkit", "Visualisation of Teaching/Learning Materials" and "Hybrid Prototyping." A total of 128 teachers participated in the training. By participating in the training programmes, teachers learned about the possibilities of applying artificial intelligence in the creation of textual, visual, and video content, learned to recognise AI-generated content, and deepened their knowledge of the responsible and ethical use of AI in academic activities, deepened their understanding of the impact of visual information on learning by applying neuroscience principles and AI tools to create engaging teaching/learning materials, and strengthened their creative and technical skills in prototyping.
- The beginning teacher programme, designed to develop pedagogical and didactic competencies, has been implemented in two languages: Lithuanian and English. 33 teachers and doctoral students who have recently begun their academic careers at the University have joined the programme.
- The KAOSPILOT training course "Learning Journey Design using Learning Arches" was implemented to enhance the quality of study programmes and the learning experience. During the training, aspects of the content of studies, academic culture, and collaboration were developed using experience-based learning and soft skills assessment methods. The training was attended by 28 teachers, students, and external partners of study programmes.

- 30 students joined the “Training the Next Generation of Teachers” initiative, coordinated by the Faculty of Informatics.
- In 2025, a total of 242 KTU teachers, 20 teachers from other higher education institutions, and 10 representatives from other educational institutions participated in the programmes for strengthening pedagogical and methodological competencies.

Developing internationalisation in studies. Improving the processes for admitting international students and promoting the University’s international studies

- Using the customer relationship management (CRM) system, data on international students is

analysed to determine how many of those who submitted inquiries or participated in various channels and activities later submit applications and sign learning agreements. The CRM system is also used to assess the effectiveness of publicity channels and individual activities.

- Efforts to engage with contacts (leads) of potential applicants and those invited to study have been intensified according to a planned activity plan (newsletters, a series of informational seminars, etc.).
- An analytics dashboard for international applicants was developed on the Microsoft Dynamics platform.
- A survey of international students who did not submit an application was conducted to identify the factors and reasons behind the passive application process (submission of applications via apply.ktu.edu).

Table 2. Dynamics of the number of applications of the programmes, the number of admitted students, and the total number of students in the programmes

	GIFTed		GIFTed Masters		SKILLed FinTech		SKILLed AI	
	2025	2024	2025	2024	2025	2024	2025	2024
Submitted applications	193	174	52	80	46	35	92	107
Change in the number of applications	11 % ↗		35 % ↘		31 % ↗		14 % ↘	
Admitted to the first year of the programme	26	25	18	20	17	15	23	22
Total number of students in the programme	75	79	38	29	45	36	56	39
Change in the number of students	5 % ↘		31 % ↗		25 % ↗		44 % ↗	
Number of international students in the programme	6	2	-	-	-	-	11	7

Talent development and enhancing the competitiveness of graduates in the labour market

- In 2025, students of the GIFTed programme participated in 17 conferences and 32 different hackathons, as well as 40 international youth mobility projects; 11 students went abroad for international studies.
- The implementation of the Talent Academy initiatives included collaboration with the following companies and organisations: “ACME Group”, “Agmis”, the Second Investigation Department under the Ministry of National Defence, “Atea”, “Centric IT Solutions Lithuania”, “Danske Bank”, “Elinta Robotics”, “Freda”, “Hostinger”, “iDenfy”, Lithuanian Railways, “Nuvei”, “Swedbank”, “Teltonika Networks”, and “TutoTOONS”. Second-year students from the GIFTed, SKILLed FinTech and SKILLed AI participated in innovation workshops organised by the Visoriai Information Technology Park. Companies participating in the project: “Ados-Tech”, “Alien Photonics”, “Baltic Amadeus”, “Benevita”, “Granta Autonomy”, “iToDEV”, “Linden”, “PerfectionAI”, “Sensmetry”, “Teltonika IoT Group”, “Unmanned Dynamics”, and “Vextur”.
- Joint GIFTed student teams, participating in hackathons and competitions, won prizes: students took 2nd place in the “Hack4Planet” and “Saint Gobain” hackathons; in the “Technorama”, “Kaunas i-Days 2025”, and “Project Management Championship” competitions, students won 1st place.
- In 2025, students of the SKILLed FinTech programme participated in 7 different hackathons and 10 international youth mobility projects; 3 students went abroad for international studies. The SKILLed FinTech student team won 1st place at the “Hack4Planet” hackathon and 2nd place at the “Hackonomics 2025” hackathon.
- In 2025, students of the SKILLed AI programme participated in 8 conferences and 25 different hackathons, 8 international youth mobility projects, and 5 students went abroad for international studies. Joint SKILLed AI student teams, participating in hackathons and competitions, won top prizes: students took 1st place in the “Hospiton”, “Ugnies skydas”, “Tech Champ” and “Futur ENG” hackathons and competitions, as well as in the Lithuanian Student Programming Olympiad.
- Two programmes are implemented at the University to support student career development: the GUIDed mentorship programme and the WANTed personal career management programme. In total, 708 mentors (195 students, 513 teachers, business partners, and alumni) were involved in 2025. Compared to 2024, the number of mentors increased by 4% (there were 678 mentors in 2024). In 2025, 828 mentees participated in the mentorship programme (812 students, 8 alumni, and 8 pupils).
- The University had 146 peer mentors and 20 GUIDed Junior pupil mentors, 329 academic mentors (677 students participated as mentees of academic mentors), 29 tutors provided consultations to students, and 184 career mentors were actively involved (143 students participated as mentees of career mentors).
- Students participating in academic mentorship submitted 63 applications for funding to conduct research activities; 23 of these applications were funded.
- In 2025, 123 career counselling sessions were provided to the University students. Compared to 2024, the number of sessions increased by 10% (112 individual sessions were conducted in 2024). In 2025, 34 seminars/lectures on career topics were organised and attended by over 1600 people. More than 500 first-year students attended the lecture “Career from the First Year,” and a seminar was held to summarise

international experience and present it in a resume (CV). Four lectures on career planning were delivered to gymnasium pupils, and one lecture on career counselling was delivered to educators. During the “Become WANTED This Summer” event, students were offered 44 internship positions at seven companies. CV preparation workshops were organised in English and Lithuanian, and collaboration with faculties was initiated during internship, partner, and open house days.

- The 21st event KTU WANTED Career Days took place at Žalgiris Arena, with more than 120 Lithuanian and foreign-owned companies and organisations participating in the event. In addition to the main networking fair “WANTED meets WANTED”, the event featured “Make Your CV WANTED”, Inspiration and Relaxation Zones, and a CV photo studio. The “WANTED Talks” conference was streamed on KTU’s YouTube channel and the website karjerosdienos.ktu.edu, where five speakers shared their experiences (including one from KTU), and a discussion took place with guest speaker Benas Aleksandravičius. The event explored the topic “Resilience in the Face of Uncertainty.”
- 333 job ads and 551 internship ads were uploaded to the WANTED job and internship platform, and 106 new companies joined the platform.

Creating an inspiring learning environment

- In 2025, electronic access control, video surveillance, and automatic fire alarm systems began operating in some dormitories, and their installation began in other dormitories as well. Along with the installation of these systems, other electronic services were improved for residents’ convenience, and an electronic guest registration system for dormitories was launched. Taking residents’ needs into account,



the Dormitory's Internal Rules of Procedure were updated. In 2025, attention was also focused on developing social and community activities; orientation games for dormitory residents and a Christmas decoration contest were held.

- A communication project titled “Life in KTU Dormitories” was implemented for KTU students (dormitory residents).
- To inform students about the positive changes implemented in the University's spaces and study process, the communication project *#yousaiditwedidit* was launched on the Instagram account *@KTUstudentlife*. This initiative aims to demonstrate how students' remarks and needs are transformed into real solutions. The rubric contributed to enhancing a more open dialogue with the student community and more transparent feedback.
- In 2025, the number of inquiries received at the klausk@ktu.lt email address managed by the Career and Services Centre increased significantly to 1775 emails (compared to 806 in 2024). The most frequently asked questions relate to the study process, financial assistance and scholarships.

- The Library operates 24/7, providing physical spaces for individual learning, group work and relaxation, as well as access to printed and digital information resources, while offering training courses integrated into the studies and elective courses, as well as individual and group consultations.

Enhancing student welfare, inclusion and diversity

- In 2025, 235 people applied for initial psychological counselling (195 in 2024), with a total of 898 consultations provided (701 in 2024). Five articles and/or recommendations for students on the topic of mental health were published, and insights were shared on social media and in the media. Ten lectures were given on the topics of stress and conflict management, time management, inclusion of international students, and successful adaptation at the University.
- 2 lectures were organised for the University community on the topics related to individual needs: “Mental Health Challenges in



Studies: What Should Teachers Know?” and “Introduction to Information Accessibility: How to Create Content Accessible to All”.

- Two University Talent Scholarship competitions were organised, during which 1361 scholarships were awarded (956 in 2024). Three Patron Scholarship competitions were organised, during which 12 patrons awarded 76 scholarships.
- In 2025, the newly installed Chapel of Jesus the Perfecter was opened in XI Chamber (Studentų St. 50).
- To strengthen cooperation between students and teachers, an event “Without Grades (But for Knowledge)” was organised to mark International Students’ Day. The event featured a discussion “The Power of the Student Voice”, and participants took part in a quiz.
- In 2025, six arts societies were active, with 308 members participating in 130 different activities throughout the year.
- KTU academic choir “Jaunystė,” together with the Lithuanian National Culture Centre (LNKC), organised the 26th Lithuanian Student Choir Festival. The art societies also actively participated in other national-level events organised by the LNKC: the ensemble evening “Tree of Life” and the Northern Lithuania Choir Festival. Two premieres were presented: performances “Sistere Tempus” and “A” by the KTU theatre studio “44”. KTU brass ensemble “The BrassBees” organised its first concert.
- In 2025, there were 18 student organisations operating at the University, with 963 active members (825 of whom were KTU students). Compared to 2024, the level of activity of these organisations remained very similar. In 2025, members of these organisations organised more than 150 different events, activities, and initiatives for the University students, the community, pupils, and city residents. The events took place at the University, on the Student Campus, and in Kaunas City.
- Student organisations prepared and submitted 47 applications to the competition for funding from the University to implement activities, events, and initiatives. A total of 45 projects were funded, with 37 102 EUR allocated to them. A measure for the acquisition of long-term assets was implemented for the first time: 22 applications were submitted, of which 21 were funded, with 12 437 EUR allocated.
- 243 students represented the University’s sports teams in competitions across ten sports (217 students from the official University teams, 26 students represented the University in sports for which there are no official teams), of whom 55 were new members who joined the University teams during try-outs (153 people participated in the try-outs). In total, athletes participated in 88 championships and tournaments (including 21 student championships and 2 sports festivals) and made 842 starts (including 223 in student competitions). Athletes in team sports participated in 156 matches or competitions (including 60 student competitions). At the international SELL Student Games, held in Finland on 16-18 May 2025, a delegation of 20 KTU athletes won 13 medals, including 4 gold, 5 silver, and 4 bronze medals.
- 4 494 people went to KTU ACTIVATed Gym, including 655 employees and 3 838 students.
- 711 group training sessions in 9 different sports were organised and attended by 3108 people, including 2135 employees and 591 students.
- 844 recreational sports sessions were organised and attended by 1 222 students. Eight sports events were organised, with a total of 737 participants (including students, employees, and non-KTU community members).

2025 study projects

- In 2025, 166 study projects were implemented, including 73 international projects (63 under the EU’s Erasmus+ programme, 6 under the

NORDPLUS program, and 4 under other international funding instruments) and 93 national projects (of which 73 projects were implemented by the University students during semesters or summer internships). 7 projects are implemented with funding from the 2021–2027 European Union funds, the “New Generation Lithuania” instrument for economic recovery and resilience, the state budget of the Republic of Lithuania, and 13 internal projects.

Student achievements

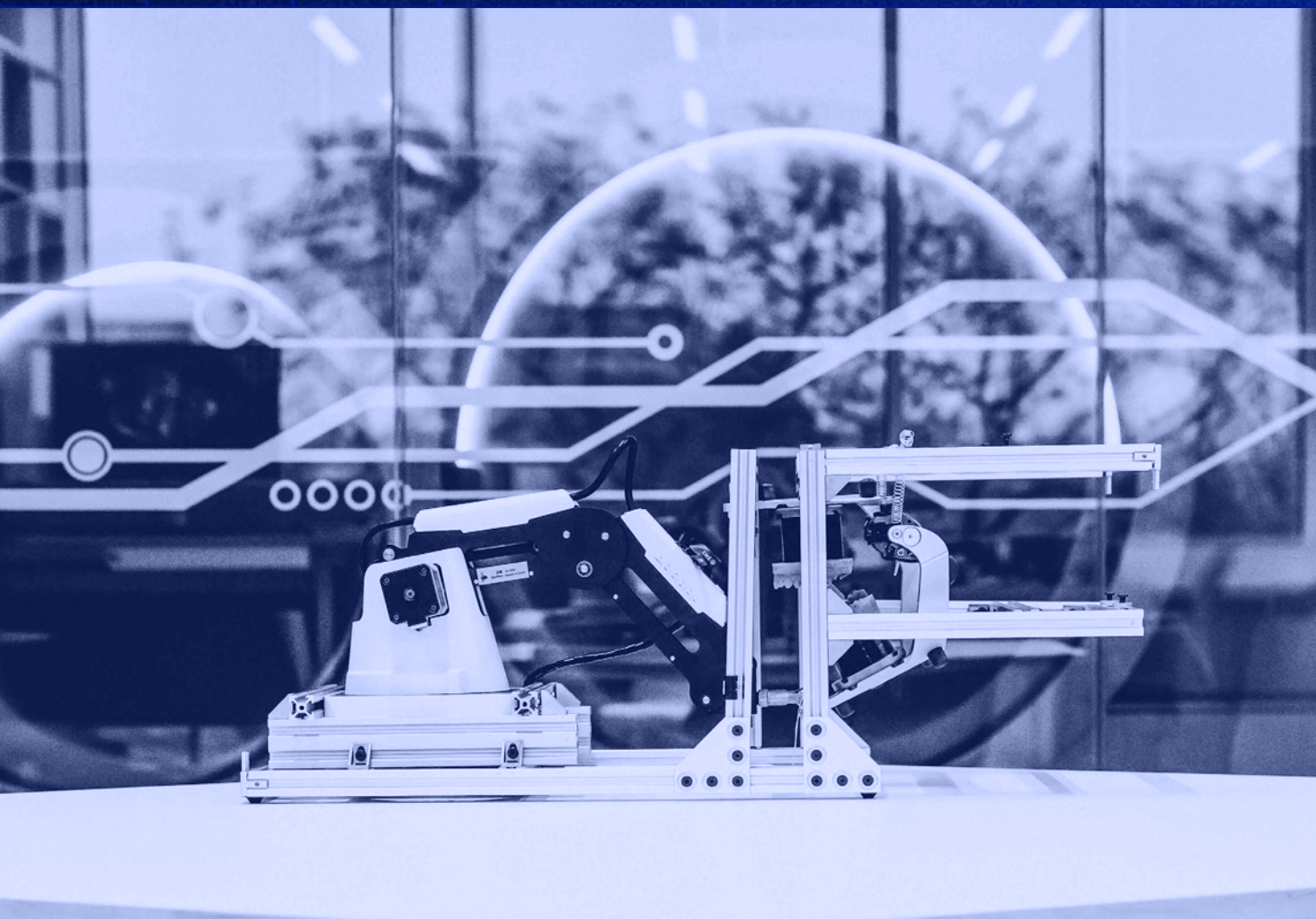
- In 2025, four University students were awarded nominal scholarships of the Lithuanian presidents for outstanding academic achievements in various study fields: President Aleksandras Stulginskis Scholarships (in the group of the study fields of mathematics, informatics and physical sciences) to Aistis Melnikas, a student in the bachelor’s programme in Applied Chemistry, and Ugnė Orinaitė, a student in the master’s programme in Applied Mathematics; President Jonas Žemaitis Scholarships (in the study fields of the engineering and technological sciences) to Marija Muningytė, a student in the bachelor’s programme in Mechanical Engineering, and Ugnė Zasčiurinskaitė, a student in the master’s programme in Manufacturing Engineering.
- In the Best Master’s Thesis Competition organised by the Lithuanian Society of Young Researchers, the master’s theses of three KTU students were recognised as the best: In the field of agricultural sciences, Enrika Lazickaitė’s thesis “Development of a Product to Reduce the Risk of Dehydration and Fatal Choking in Older Adults” was recognised as the best master’s thesis (thesis supervisor: Prof. Dr. Daiva Leskauskaitė); in the field of technological sciences, Viltė Šereikaitė’s thesis “Synthesis of Vitrimers from Vegetable Oil and Glycerol Derivatives and Investigation of Their Properties” was recognised as the best master’s thesis (thesis supervisor: Prof. Dr. Jolita Ostrauskaitė); In the field of social sciences, Tomas Backūnas’ thesis “Strengthening Inter-institutional Cooperation by Consolidating Personal Healthcare Resources at Marijampolė Municipality Health Centre” was recognised



as the best master's thesis (thesis supervisor: Assoc. Prof. Dr. Rūta Petrauskienė).

- In the competition for student final degree works on transportation topics organised by the Ministry of Transport and Communications of the Republic of Lithuania, 3rd place in the bachelor's thesis category was awarded to Gabija Gagytė, a student in the Aviation Engineering programme, for her thesis "Design of Equipment for Measuring Propeller Characteristics in a Flow" (supervisor: Lecturer Martynas Lendraitis); in the master's thesis category, 1st place was awarded to Gabrielė Jovarauskaitė, a student in the Aeronautical Engineering programme, for her thesis "Development of a Remote Structural Health Monitoring System for Unmanned Aircraft" (supervisor: Assistant Professor Gediminas Monastyreckis).
- A team of students from the School of Economics and Business placed 104th in the global "Bloomberg Trading Challenge" competition, which featured 2 386 teams. Seventeen students from the first cycle study programme Finances participated in the competition.
- A team of students from the School of Economics and Business placed among the top five teams in the international "Creative Shock 2025" competition, which featured more than 450 students from around the world, confirming their high level of creative and entrepreneurial competencies.
- A joint team of students from KTU and Vilnius University won the National Project Management Championship and represented Lithuania at the International Project Management Championship held at the Warsaw School of Economics in Warsaw on 5-7 June 2025.
- Ginas Baladinskas, a student in the first cycle Aviation Engineering programme, and Gabrielė Jovarauskaitė, a student in the second cycle Aeronautical Engineering programme, participated in a NASA fellowship.
- Fashion Engineering student Emilija Mieliauskaitė won the international competition "Fashion.ED Eco-Design Challenge" (Erasmus+ project).
- On 8-10 April 2025, 19 KTU students from the Renewable Energy, Electrical Engineering, Energy Technology and Economics, and Electrical Power Engineering study programmes participated in the international conference "WindEurope 2025" (Denmark) (12 of them received funding).
- The "International Hadron Therapy Masterclass 2025" and the "International CERN CMS Experiment Masterclass 2025" were organised to develop practical skills in students.
- As every year, the University organised international, national, and institutional student conferences designed to foster students' interest in science, provide valuable experience, and develop their ability to present their ideas to the broader academic community. For example, on 16 April 2025, the University hosted the international student conference "TiFEC-2025," covering a wide range of topics from advanced micro- and nanoelectronics solutions, chip and circuit design, to AI applications in image processing and medicine. On 16 May 2025, the national student conference "Mathematics and Natural Sciences: Theory and Application" took place. On 14 November 2025, the student research conference "SMILES 2025: Social Sciences, Humanities, and the Arts in Contemporary Society" took place. On 21 November 2025, the annual student research conference "Current Issues in Technology and Business 2025" was held. In December 2025, the international student research conference "Smart Built Environment" was held, among others.
- The creative workshops "StartArch 2025" were organised for students in the Architecture study programme; the second exhibition of Architecture students' work, "Stories of Sustainability," was held at Kaunas Artists' House, and a symposium featuring students' work took place at the Venice Biennale.

2. VALUE CHAIN IN RESEARCH AND INNOVATION



2025 KEY INDICATORS

Table 3. Strategic indicators of the value chain in research and innovation

Indicator	2023	2024	2025
Number of papers in scientific publications with an impact factor by foreign publishers	562	518	580
of which with co-authors from foreign institutions	301	281	293 ↗
Number of papers in the scientific journals with an impact factor of at least the second quartile (Q2)	525	468	535
of which in the open-access scientific journals	340	257	346 ↗
Number of students who defended their doctoral dissertations on time	53	57	48
Research fellowships of the students of the third cycle studies	165	128	161
Number of foreign scientists participating in the process of doctoral studies	73	76	88
Number of patents (USA, Japanese, European patents)	8	8	19
Number of patent applications (for the USA, Japanese, and European patents)	23	8	11
Revenue from the transfer of licences/rights, thousand EUR	200	261	151*

* Revenue from licensed activities, excluding credit deductions.

IMPLEMENTATION OF KEY ACTIVITIES PLANNED FOR 2025

Developing and promoting the dissemination of high-level research and artistic results

- In 2025, the number of papers published in scientific journals with an impact factor was 612 (580 from foreign publishers and 32 from Lithuanian publishers), of which 535 papers were published in journals with a citation impact score of at least the second quartile (Q2). 6 scientific monographs and 28 chapters of scientific monographs were published by internationally recognised scientific publishers. A total of 38 scientific monographs or chapters thereof were published.
- In 2025, the University community had access to 52 databases valued at 1 272 089.51 EUR. The University allocated 229 476.75 EUR for database subscriptions. The remaining portion was funded by the Research Council of Lithuania (hereinafter – LMT) (96 773.04 EUR)

and the Ministry of Education, Science, and Sports of the Republic of Lithuania (945 839.72 EUR), with funding allocated to the Lithuanian Research Library Consortium. For this amount, the University Library acquired access to 677 417 e-books and 38 922 electronic scientific journals. Printed publications for the sum of 79 865 EUR were also acquired.

- In 2025, the University Publishing House “Technologija” published 116 titles, 37 of which were also released in electronic format.

Ensuring the effective implementation of national and international research projects, R&D&I activities and services

- In 2025, the University implemented 107 international projects (under the European Horizon, Horizon 2020, Digital Europe, Euratom, LMT international cooperation, EIT, LIFE,



ERA-NET, and other programmes) and 173 national projects, 129 of which were funded by the LMT under national programmes. National projects included projects by researcher teams, postdoctoral fellowship projects, the implementation of state-priority research and targeted programmes, the implementation of initiatives under EU fund investment programmes, and other national programmes. The University also implemented projects related to its membership in international research infrastructures. The University researchers implemented projects under the 2021–2027 European Union funds and other national initiatives. KTU researchers also participated in COST programme activities, which strengthened the University's scientific potential and international relations.

- In 2025, cooperation with various organisations and companies from 15 foreign countries (Belgium, Estonia, Denmark, the United Kingdom, India, Spain, Iceland, Latvia, Poland, the Netherlands, France, Portugal, Romania, Ukraine, and Germany) was developed in the activities of research, experimental development, and innovation (hereinafter - R&D&I) works and services. R&D&I work and services worth 4 221.31 thousand EUR were provided to Lithuanian and foreign business entities and other organisations, of which orders from foreign entities accounted for 18%.
- During the reporting period, 2 new information technology companies were established at the KTU "Startup Space" academic incubator.
- On 28 May 2025, KTU Santaka Valley buzzed with activities as it hosted "Technorama 2025", an innovation exhibition that has been organised for more than twenty years. This open platform attracted as many as 270 participants, who presented over 70 innovative projects. The substantial prize fund (as much as 13 thousand EUR) was shared among the highest-rated projects in the fields of energy, health, gaming, and other thematic areas.

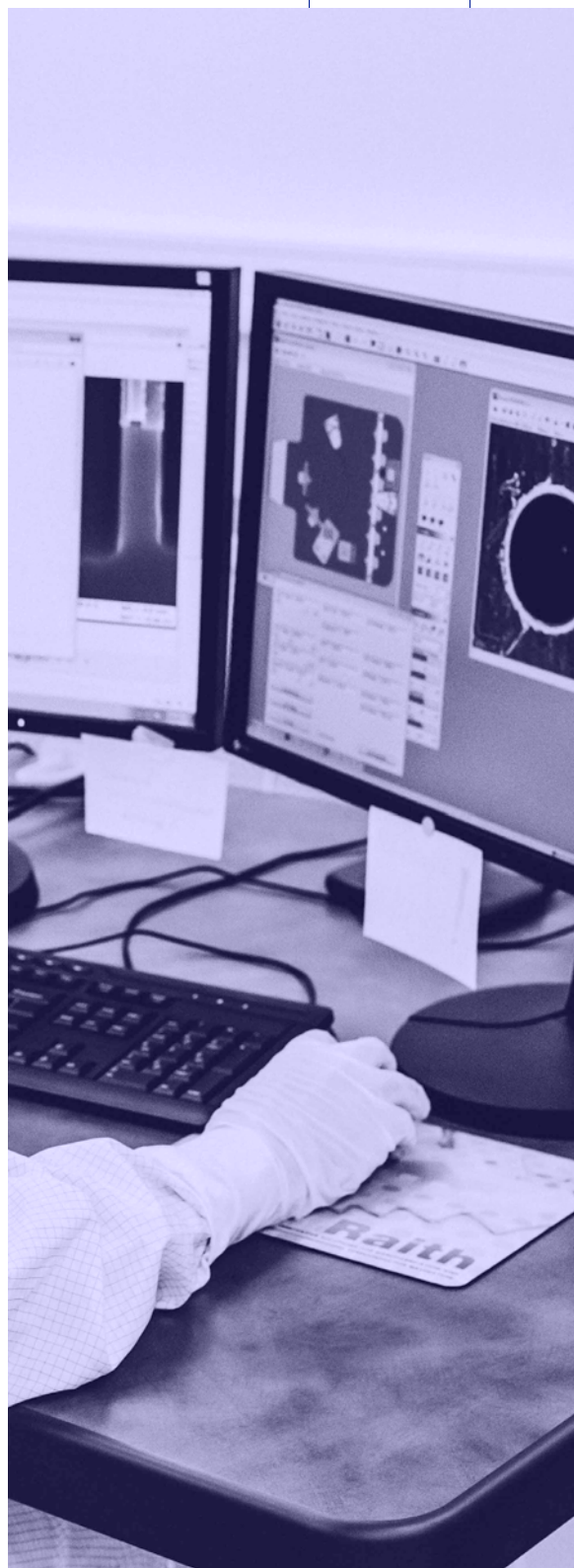
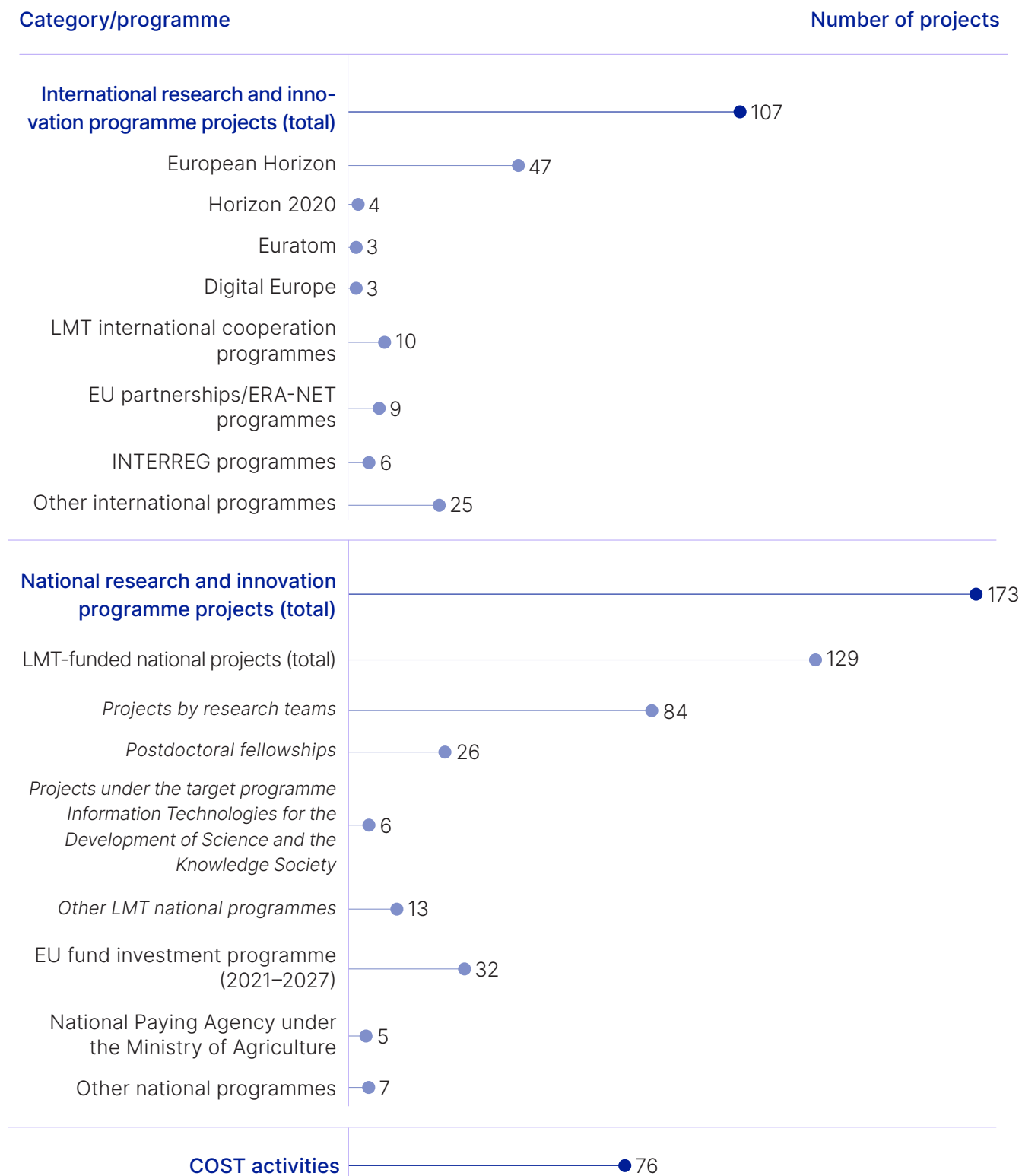
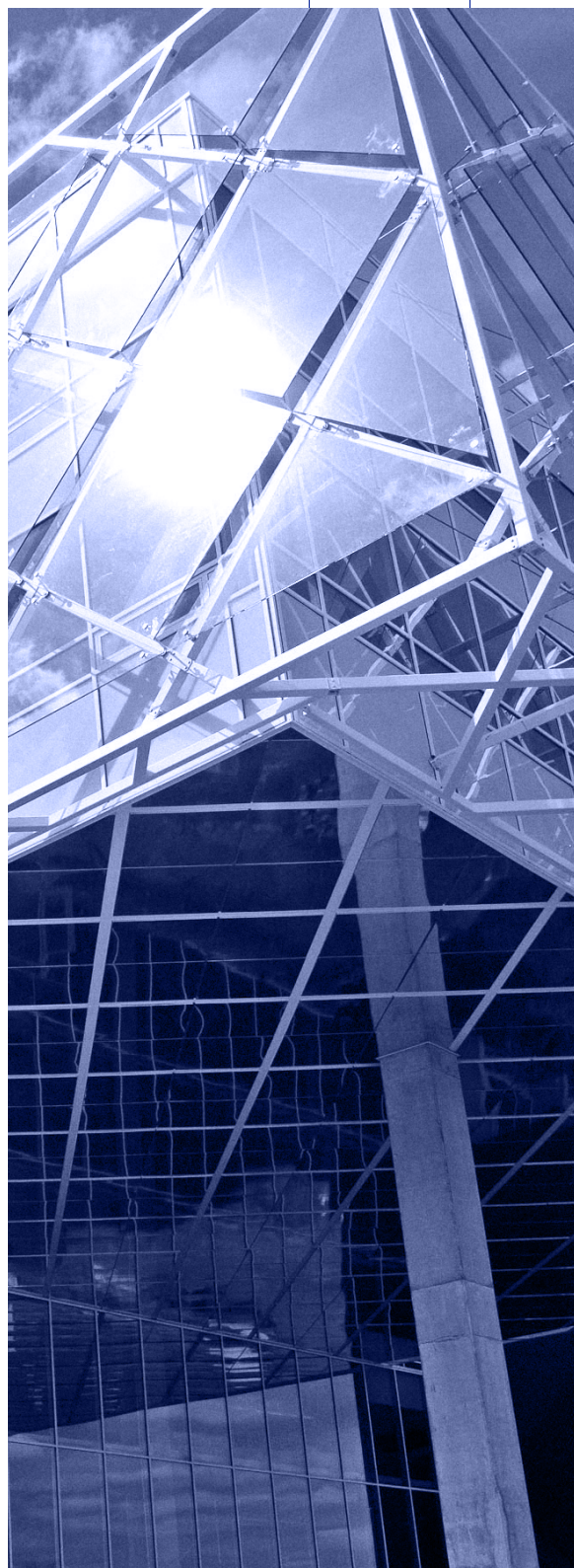


Table 4. Number of the University's research and innovation projects by programme in 2025

- In 2025, 25 agreements were signed to license R&D results developed by KTU, leading to the establishment of 23 spin-offs.
- In 2025, 7 European, 3 U.S. and 1 Japanese patent applications were filed with patent offices, as well as 3 WIPO, 1 Chinese and 6 Lithuanian patent applications. 11 European, 6 U.S. and 2 Japanese patents were granted in the University's name, as well as 1 Chinese, 1 Polish and 4 Lithuanian patents.

Strengthening competencies and activities for knowledge and technology transfer, focusing on the development of prototyping

- 82 doctoral students were admitted to the third cycle studies, 78 of whom were admitted to state-funded positions. 10 doctoral students were admitted to positions won by KTU researchers through a competition organised by the Research Council of Lithuania (competitive doctoral studies).
- In 2025, 17 international students began doctoral studies at the University. In total, 102 international students from 28 countries studied in the third cycle studies in 2025. Admissions were held for doctoral studies in 21 science/artistic fields; the largest number of doctoral students were admitted to the science fields of chemical engineering (9), chemistry (7), management (7), and mechanical engineering (7).
- 55 doctoral dissertations were defended at the University, of which 49 were defended by the University graduates and 6 by graduates of the Lithuanian Energy Institute. The largest number of dissertations were defended in the science fields of materials engineering (8), energy and thermal engineering (7), and management (6). 75% of the dissertations defended at the University were written in English.

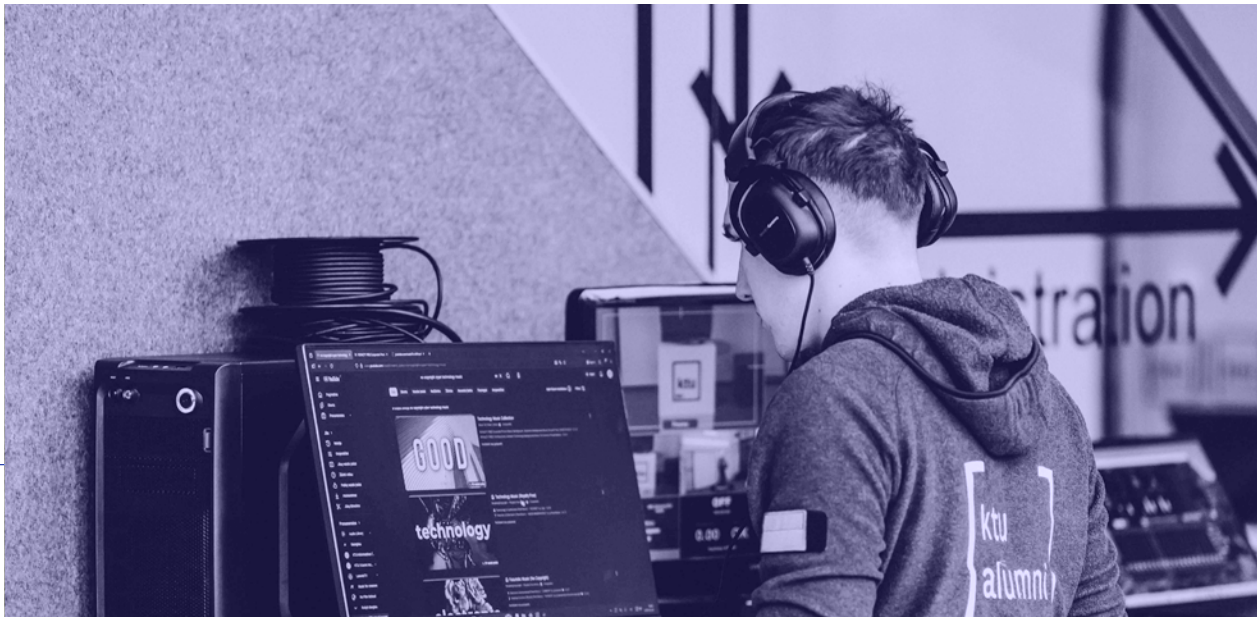


- One KTU graduate was awarded a double doctoral degree under a joint supervision agreement between KTU and Ivan Franko National University of Lviv (Ukraine).
- In 2025, two joint supervision agreements for doctoral students were signed with Tampere University (Finland) and the University of Deusto (Spain). In total, 4 doctoral students studied in 2025 under double degree or joint supervision agreements with foreign higher education institutions.
- Along with their doctoral diplomas, 5 KTU graduates who defended their dissertations were also awarded Doctor Europaeus certificates, certifying the internationalism of their doctoral studies.
- On 2-6 June 2025, 26 doctoral students from 7 countries participated in the 9th International PhD Summer School organised by the University. Lectures on the development of general competencies were delivered by international experts from Belgium, the Netherlands, Serbia, and Spain.

Developing research-based centres, promoting innovation and transferring the developed technologies for practical application

- **Cyber Security Centre of Excellence (KSKC)**

The hardware of the DigiDefense platform has been installed, and software installation has begun; a self-service model of IT and cyber investigation services (cloud computing, AI, data analytics) is being developed. In 2025, two contracts/agreements on the installation of QCI infrastructure (Lat-LitQN and PIONIER-Q-SAT) were signed. The first quantum computer in Lithuania (SPINQ Gemini Lab) was acquired, and its integration into the infrastructure and studies has begun. A long-term five-year training programme on cybercrime is being implemented to strengthen the competencies of prosecutors and other law enforcement agencies.



- **Artificial Intelligence Excellence Centre (DIKC)**

Work has begun on developing the centre's infrastructure. A management structure has been established, and a strategy has been approved, an action plan for scientific competencies and educational programmes, as well as guidelines for preparing applications and attracting external competitive funding, have been approved.

An AI research roadmap has been prepared, a package of services has been developed, and a framework for technology and knowledge transfer has been established. An AI and machine learning platform has been implemented, enabling the use of AI tools as well as their development, and providing the opportunity to process and analyse big data. The acquisition of advanced R&D equipment will enable the development and implementation of AI-based solutions in the fields of industry, transportation, energy, and health.

- **Excellence Centre of the Technology and Physical Sciences (TiFEC)**

In developing the centre, methodologies have been created and validated in the areas of the reliability of complex energy systems, the application of advanced materials in energy conversion, and the analysis of integrated engineering and bioengineering systems. Research competencies applied in the fields of chemistry, microelectronics, chip technologies, and biomaterials have been strengthened, establishing the conditions for new renewable energy solutions, the development of advanced electronic technologies, technology transfer, and the practical application of research results

- **Smart and Climate-Neutral Manufacturing Processes, Materials, and Technologies Centre of Excellence**

As part of the mission SmartEcoTech – A Smart and Climate-Neutral Lithuania, advanced R&D activities were carried out in the fields of

sustainable materials, renewable energy, and smart energy systems. Innovative solutions were developed and tested, including biodegradable materials, functional nano coatings, energy conversion technologies, and prototypes of smart energy systems, with some of them being patented and transferred to business.

To ensure the targeted development of the infrastructure of the centres of excellence, and the long-term strengthening of the organisation's R&D potential, modernisation work has begun on the infrastructure designed for the centre of excellence.

Strengthening competencies and activities for knowledge and technology transfer, focusing on the development of prototyping

- In 2025, 2.7 million EUR funding was approved for the project “Strengthening the Competencies of Innovation and Technology Transfer Centres”, implemented by KTU National Innovation and Entrepreneurship Centre, which is designed to promote the transfer of knowledge and technology by educational and research institutions by strengthening the competencies of innovation and technology transfer centres. Starting in 2026, the project will implement activities related to the assessment of the commercial potential of R&D products, the development and enhancement of technology readiness levels, the management of intellectual property protection, and the strengthening of entrepreneurial skills; participation in international networks is planned, as well as the establishment of a demonstration space for R&D prototype products.

MAJOR ACHIEVEMENTS IN RESEARCH AND INNOVATION IN 2025

Dissemination and strengthening of competencies

- The process for ordering R&D services was digitised, and an R&D work and services module was implemented in the InfoPro information system, enabling effective analysis of R&D work and services statistics at the University.
- The international event Towards Sustainable and Healthy Living with the Use of AI and Other Digital Solutions was organised in Brussels, presenting the University's research and innovation potential and international project activities.
- Training sessions and practical workshops on preparing applications for research and innovation projects were organised.
- Training sessions on the responsible and ethical use of AI tools in R&D activities were organised.
- The events Coordination of International Projects at the University and Stronger Through Sharing

Experience were organised, where best practices were shared, and the benefits of projects, responsibilities, opportunities for international networking, and the impact of results were discussed.

Initiating the Berkley Innovation Forum in Europe

- On 30 October 2025, KTU hosted the Business Open Innovation Summit, one of the most significant innovation events of the year, which was attended by Prof. Henry Chesbrough (USA). Following the example of the Berkeley Innovation Forum, a group of representatives from Lithuanian companies, researchers, and innovation policymakers discussed how collaboration between complementary organisations can increase the value of innovation development and what conditions are required to create a viable open innovation ecosystem in Lithuania.



Awards and acknowledgements

- The Knight's Cross of the Order of Grand Duke Gediminas of Lithuania was awarded to:
 - Dr. V. Getautis, for achievements in organic chemistry research and for promoting the name of Lithuania in the world;
 - Dr. V. Petruolis, for significant research on the history and heritage of 20th-century Lithuanian architecture, and for contributions to Lithuania in the fields of the humanities and social sciences;
 - Habil. Dr. S. Tamulevičius, for active pedagogical work, contributions to Lithuanian science, and promoting the name of Lithuania in the world.
- The Medal of the Order of Grand Duke Gediminas of Lithuania was awarded to:
 - Dr. D. Adlienė, for the development of the school of medical physics, integrating physics, materials science, technology, and medical sciences, and addressing the challenges of radiation medicine;
 - Dr. S. Keturakis, for his educational, pedagogical, and social activities, focused on the cultural transformations driven by digital technologies and the dissemination of new media culture.
- The 2025 Kaunas City Science Award was granted to Dr. K. Baltakys for his long-standing contribution to the development of technological sciences, particularly research on sustainable building materials, which contributes to innovation development and the shaping of a sustainable urban future.
- In 2025, Dr. Š. Daškevičiūtė (chemistry) was named the winner of the competition of the Lithuanian Society of Young Researchers "Best Dissertations of 2024" in the fields of natural sciences, technology, medicine and health, and agricultural sciences.
- Doctoral student A. Pupiūtė won the Theodor von Grotthuss scholarship of the Lithuanian Academy of Sciences.



- The 2025 Kazimieras Baršauskas Prize of the Lithuanian Academy of Sciences in the field of electronics and electrical engineering was awarded to Dr. R. Raišutis.
- The award “Business and Science” of Kaunas Chamber of Commerce, Industry, and Crafts was awarded to KTU Institute of Biomedical Engineering and UAB “Teltonika Telemedic” for their successful collaboration, which resulted in the creation of an innovative wearable device - the multifunctional smart wristband “TeltoHeart”.
- Dr. R. Lekavičienė was awarded the 2nd-degree Santaka Medal of Honour by Kaunas City Municipality for her contributions to Kaunas, her diligent and conscientious work, and her social activities.
- The title of Doctor Honoris Causa was granted to Dr. P. R. Venskutonis by the Estonian University of Life Sciences for his significant contribution to science, innovation, and cooperation among the Baltic countries.
- The gold award in the men’s prêt-à-porter category at the “International Design Awards” was awarded to Dr. K. Lekeckas for his sustainability-based collection “Time Traveller”, while his coat collection “Undiscovered Landscapes” received a bronze award in the fashion, apparel, and clothing design category of the “A’ Design Award” competition.
- The 2025 National Architecture Award in the “Architectural Theory and Dissemination” category was awarded to Dr. V. Petrulis, Dr. B. Tranavičiūtė, and Dr. P. T. Laurinaitis for their high-quality monograph on architectural history research, which brings the work of the architect diaspora back to their homeland “Jonas Mulokas. The Search for Architectural Identity in a Global World”.
- The 2025 National Architecture Award in the “Best Conversion” category was awarded to G. Janulytė-Bernotienė for the conversion of KTU Centre of Laboratories “M-Lab”.
- First place in the professional category of the national urban planning and architecture awards “Smart City 11” went to G. Janulytė-Bernotienė and her co-authors for the project “Amber Bay in Juodkrantė”.
- In the student category of the national urban planning and architecture awards “Smart City 11,” first place was won by the project “A. Žmuidzinavičius Memorial House”, author M. Stakvilevičius (supervisor V. Baltus).
- The 2025 architectural title-belt “Kaunas Architect of the Year” was awarded to G. Balčytis for the Lithuanian Pavilion realised at the Venice





Architecture Biennale, which combines ancient Lithuanian pantheism, innate naturalness, and a naturalistic concept in contemporary architecture.

- In the “Best Education Project in Architecture” category of the “Architecture: Kaunas 2025” exhibition, E. Januškienė and her co-authors were awarded for the children’s architecture festival “Where Are the Treasures Hidden?”.
- The Prof. Juozas Leonavičius Award was granted to Dr. A. Balžekienė and Dr. A. Telešienė for their contribution to the development of Lithuanian scientific databases.
- Dr. E. Butkevičiūtė won the grand prize at the global scientific “pitch” competition “InSPiR2eS Global Pitching Research Competition (IGPRC2024)”.
- Dr. R. Damaševičius, Dr. P. R. Venskutonis, Habil. Dr. J. V. Gražulevičius, Dr. M. Lukoševičius, Dr. A. S. Yousef Saed, Dr. R. Maskeliūnas, and Habil. Dr. K. Ragulskis are KTU researchers who were included in the prestigious list of the world’s most cited researchers compiled by Stanford University in 2025.
- The IEEE scientific journal “Transactions on Instrumentation and Measurement” (TIM)

has selected Dr. L. Svilainis as one of its top associate editors for the third consecutive year.

- The publisher MDPI selected Dr. D. Čalnerytė and Dr. Š. Grigaliūnas among the top 1 000 reviewers.
- In 2025, the University’s Most Innovative Scientist Awards were granted to Dr. V. Jankauskaitė and Habil. Dr. V. Ostaševičius.
- In 2025, Dr. D. Blaževičius, Dr. M. Juodėnas, Dr. L. Jūrienė, Dr. P. Spūdys, and Dr. M. Stanitska won the University’s Most Active Young Scientists Competition.
- Dr. S. Maqsood received the 2025 Lithuanian Academy of Sciences’ Young Scientists and Doctoral Students Competition award, while Dr. R. Beresnevičiūtė received a letter of commendation. The prizes in the competition for scientific works by higher education students were awarded to master’s students R. Kleinauskas, D. Lekavičius, and G. Riaubaitė.
- The winners of the University’s Best Monographs Competition of 2025: first place – Habil. Dr. V. Ostaševičius, Dr. V. Jūrėnas, Dr. Venšlauskas, and Dr. L. Kižauskienė; second place – Dr. A. Grišinas; third place – Dr. T. Sidekerskienė.

3. VALUE CHAIN IN ORGANISATIONAL DEVELOPMENT



2025 KEY INDICATORS

Table 5. Strategic indicators of the value chain in organisational development

Indicator	2023	2024	2025
Evaluation of employee satisfaction	3,9	Not assessed	4,0
Number of academic employees who upgraded their qualification*	1507	1603	2291
of them participated in fellowships, training and other events at foreign institutions	334	272	592 ↗
of them participated in fellowships, training and other events at Lithuanian institutions	1173	1331	1699 ↗
of them participated in training and other events at KTU	483	543	564 ↗
Number of non-academic employees who upgraded their qualification*	785	877	1486
of them participated in fellowships, training and other events at foreign institutions	152	143	335 ↗
of them participated in fellowships, training and other events at Lithuanian institutions	633	734	1151 ↗
of them participated in training and other events at KTU	247	239	275 ↗

* Starting from 2023, the definition of the indicator and the method of calculation have been corrected: an employee is counted more than once in the calculation of the indicator for each group of upskilling.

IMPLEMENTATION OF KEY ACTIVITIES PLANNED FOR 2025

Strengthening community culture and internal communication

- The University employees were consistently provided with up-to-date information on community and organisational activities using the format of regular internal communication newsletters. To maintain a dialogue between leadership and the community, meetings between the rector's team and employees continued to be organised, along with additional content dissemination, ensuring broader access to information and feedback.
- In 2025, KTU consistently implemented various initiatives encouraging the community's civic engagement, sustainability, social responsibility, community spirit, and a healthy lifestyle, ranging from open lectures, cultural and historical events, sports and summer challenges to support for Ukraine, environmental protection, animal welfare, and social aid campaigns.

In addition to numerous wonderful events and campaigns that have already become a tradition, on 20 March, in celebration of Earth Day, a swap meet initiative was organised at five different locations at the University. During this initiative, the University donated 1 000 euros to the Ancient Wood Foundation for the preservation and long-term protection of 1 000 square meters of old-growth forest. Community members also came together for the Summer Steps Challenge, the implementation of the "Green Light for Life" campaign carried out in collaboration with the Youth Line, International Cake Day, Kindness Month, and other initiatives. These activities strengthened the University's culture of values and community engagement, and shaped KTU's image as a responsible and socially conscious employer.

- The now-traditional corporate events attracting the interest of both KTU community and external social partners, as well as an ever-growing number of participants, were organised in 2025.

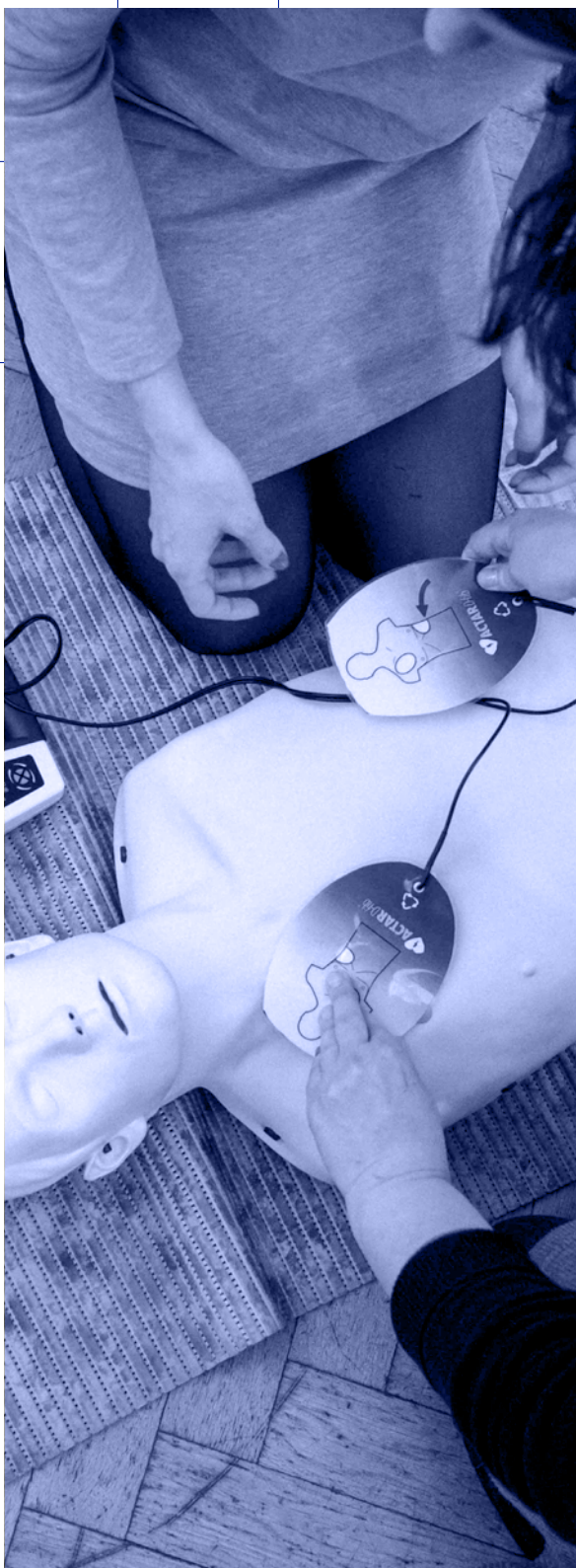




Noteworthy are the graduation ceremonies for students and their families, KTU summer festival for employees, which focused on the topic of Lithuanian spirit in 2025, integrating traditional crafts, national symbols, elements of Lithuanian folklore into the event's activities, the celebration of the beginning of the academic year, which adopted the concept of an academic picnic, bringing together KTU employees and students, the increasingly popular KTU "Motoride" and the Christmas party for employees, which featured the performance "Alice in Wonderland" created in collaboration with KTU theatre studio and the dance group "MoDance", while also integrating the annual KTU employee awards ceremony. Together, these events attracted nearly 20 000 participants.

Enhancing employee well-being and additional benefits

- In 2025, the package of additional benefits offered to the University employees was expanded, focusing on improving employee health, family well-being, and overall quality of life.
- The University has launched the employee well-being programme "Kaip TU"?, which includes the dimensions of physical, emotional, financial, social, professional, spiritual, intellectual, and environmental well-being. The programme is designed to create a healthy and supportive work environment, strengthen community spirit, encourage engagement, reduce the risk of burnout, and contribute to the growth of the University community. More than 400 employees participated in the programme's monthly events.
- The University introduced additional health insurance for employees, marking a significant step in strengthening employee health and well-being. Approximately 1 400 employees who met the eligibility criteria were covered by the additional health insurance, and all of them actively used the insurance services.
- An agreement was signed with the remote psychological counselling platform "Let's talk", which became a significant solution in the area of strengthening emotional health and was very positively received by employees.



- The “Birthday – Day Off” initiative, proposed by community members, was launched, allowing employees to take an additional day off on their birthday. In 2025, 564 employees took advantage of this initiative.
- To promote recognition of KTU employees in various forms, the University nominated 8 members of the KTU community for state awards in 2025, and 5 of them received awards.

Education of employees

- In 2025, the University continued providing targeted employee education, focused on strengthening relevant professional competencies, deepening leadership skills, and developing competencies in the application of artificial intelligence.
- Given the conditions dictated by the environment, special attention was paid to developing AI competencies. Targeted AI training sessions were organised, covering the fundamentals of AI application and opportunities for practical implementation in daily work, and tailored to various employee groups based on their functions and the specifics of their work. The training was attended by 101 administrative and support employees and 105 faculty teachers.
- Additionally, the topic of AI was developed through the initiative “For Each Other” of the University’s internal lecturer network. This initiative included a training session “Artificial Intelligence in the Teacher’s Work” (lecturer Dr. Agnė Šulčiūtė), attended by 52 teachers.
- In 2025, training on general competencies (a 5-day programme) continued, with two groups of employees participating, with a total of 41 employees. The Leadership and Management Academy was also implemented to strengthen management and leadership competencies. 22 participants successfully completed the programme.

- A continuing education programme for employees (English language courses) was implemented, which was completed by 164 University employees in 2025.

Crisis communication, prevention, and preparedness for emergencies at the University

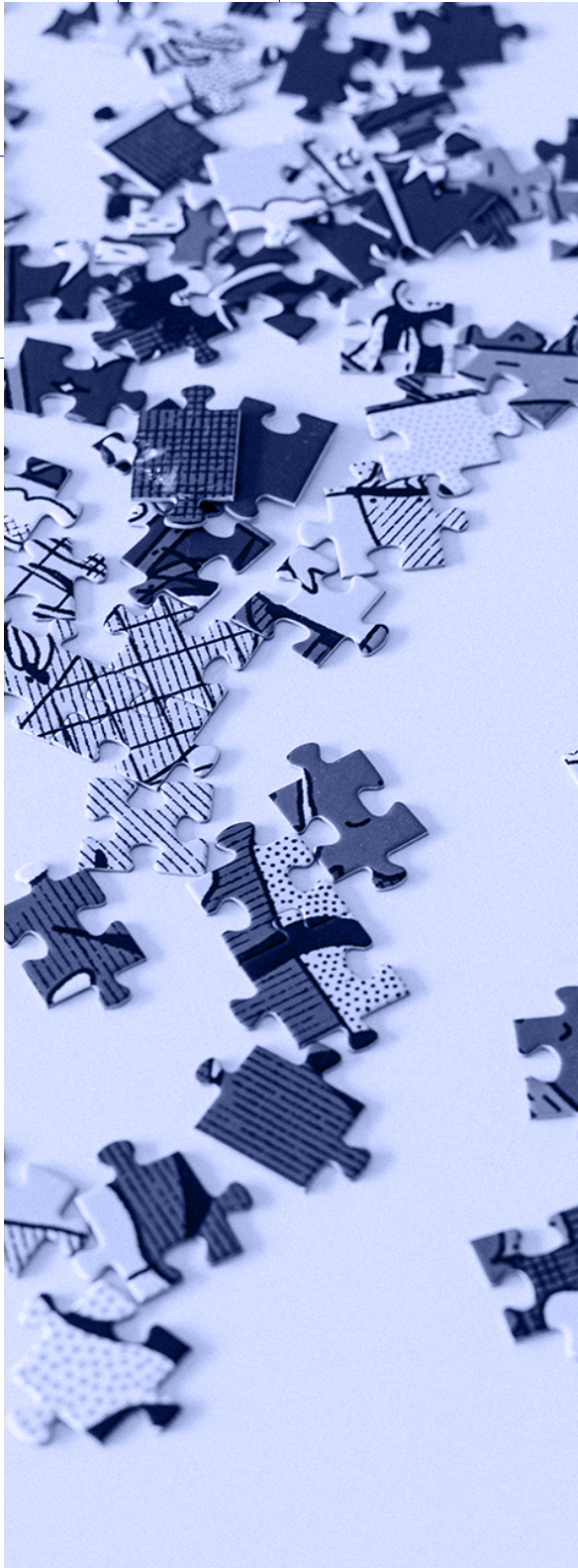
- The crisis communication algorithm and procedures were presented again to the University community, including all academic and non-academic departments. During the presentations, questions raised by the departments were consistently addressed, practical aspects of crisis communication were discussed, potential or past crises experienced by the departments were analysed, and possible ways to prevent them were identified. This activity contributed to strengthening the overall institutional crisis preparedness, a clearer understanding of responsibilities, and shaping a unified communication culture at the University.
- In February 2025, a tabletop exercise was organised on the topic “Fire Risk Awareness and Assessment in Student Dormitories”, aimed at preparing employees (managers, administrators, coordinators, facility employees) for actions to take when a fire may threaten or break out in multi-story dormitories, and to test their ability to analyse and assess the resulting emergencies.
- In June 2025, KTU, in cooperation with the Lithuanian Red Cross Society, launched an initiative to organise civil protection training for the University employees. By the end of the year, a series of 10 training sessions and field trips was completed, with the participation of 210 University employees. During the training, members of the KTU community were developing their practical skills, such as identifying threats, appropriately responding to

warning signals, distinguishing between shelters and hiding places, ensuring the safety of loved ones, creating a family plan, recognising evacuation points and their functions, and learning what to pack in an emergency kit. KTU became the first university in the country to organise such training in collaboration with the Lithuanian Red Cross Society.

- In September 2025, in collaboration with the Lithuanian Armed Forces, the community of Kaunas University of Technology participated in a practical exercise simulating an emergency on the premises of the University. The exercise aimed to assess the preparedness of employees and various services, as well as their ability to respond in a coordinated manner to a real-life threat. During the activities, participants learned the principles of emergency management, evacuation procedures, and protocols for actions to be taken before the arrival of rescue teams. They also tested response scenarios in practice and reinforced their theoretical and practical knowledge of individual actions and cooperation in crises. In total, nearly 100 members of the KTU community participated in the training. According to a survey conducted after the training, the community rated the relevance of this training at 9.7 out of 10 (on a scale of 1 - not at all relevant, 10 - very relevant), and 100% of the employees who participated in the training would recommend it to their colleagues.
- Additional defibrillators were purchased to ensure that all University faculties in Kaunas City are equipped with life-saving devices.

Equality, diversity and inclusion

- To assess the University's situation in terms of equal opportunities, the Equal Opportunity Ombudsman conducted a study “The Equal Opportunity Ruler” in 2025. This study provided



an opportunity to assess the experiences of various employee groups within the University environment and identify both strengths and areas for improvement. The obtained data served as the basis for developing the University's gender equality plan for the period 2026–2030.

- An online training course on the topics of equality and non-discrimination was introduced for managers and employees, designed to raise awareness, strengthen competencies, and foster an inclusive organisational culture.
- In 2025, the University was recognised in the areas of equality, diversity, and inclusion with the “Wings of Equality” award from the Office of the Equal Opportunities Ombudsman, which signifies recognition of the organisation's achievements in the field of equal opportunities.

Employer brand audit and refining the positioning strategy

- The University conducted an employer brand audit in 2025. It assessed the current employer reputation, identified strengths and areas for improvement, and established a coherent employer positioning strategy. Based on the audit results, the employer brand was strategically strengthened, and the processes for attracting, selecting, and onboarding employees were systematically improved. These activities were focused on increasing the organisation's attractiveness in the labour market, improving the candidate experience, and ensuring a more effective integration of new employees.
- In the autumn of 2025, KTU LinkedIn Ambassador Academy initiative was launched. This is part of the employer brand communication plan, focused on consistently

strengthening the University's visibility on the LinkedIn social network. This initiative aims to position KTU as a leader in technology, innovation, and research, while also promoting talent acquisition, interest in studies, and partnerships by engaging members of the University community as authentic communication ambassadors representing diverse perspectives.

- The University actively participated in initiatives to strengthen its employer brand: in October 2025, it participated in KTU WANTED Career Days, presenting the University's job and career opportunities, areas of activity, and opportunities for students and graduates.
- The University's career page has been updated to meet the expectations of modern day's candidates and improve the accessibility of information. Significant attention has been paid to the candidate experience, ensuring that the presentation of job ads is clear and user-friendly.
- Attention was given to the adaptation of new employees. The "Newcomer Breakfast" initiative was launched to increase the engagement of new employees, collaboration among the departments, and the development of

professional networks. Twenty-two new employees participated in the first event.

- An "Employee Guide" section was created on the intranet, providing all essential information about an employee's journey within the organisation. A systematic assessment of the employee adaptation was also introduced, incorporating feedback from new employees and hiring managers.

Preparing a new long-term University strategy

- By the end of 2025, the University had developed a new long-term strategy for 2026–2030. The process, which took approximately a year and a half, was marked by particularly active engagement from the community and social partners. Various strategic sessions and vision-building workshops were organised; a detailed diagnosis of the organisation's operational issues and an analysis of environmental trends and challenges were conducted; and the five-year activity plans of academic departments were analysed, and the current situation was assessed. After the first draft of the document was prepared, it





was discussed with the University community: opinions of employees were collected, and strategic sessions were held with members of the University Council, the Senate, students, and alumni. The continuous involvement of community members was ensured throughout the entire document preparation process. KTU's long-term strategy, which is based on the highest quality standards and sustainable solutions, was approved at the KTU Council meeting in December 2025.

Mobilising a network of business and academic partners in priority topics

- In 2025, 85 new cooperation agreements and 111 new sponsorship agreements were signed with companies and organisations seeking to strengthen their joint activities with KTU. Over the past year, 63% of all the University's partners, who signed cooperation agreements with KTU, have actively engaged in university life: on average, they carry out five different activities offered by KTU, for example, establishing scholarships, inviting students for internships, contributing to the organisation of events, giving lectures, etc. In total, 38 new or previously inactive companies became involved in these activities in 2025.
- A concept for service subscriptions with KTU's key partners was developed and implemented: three three-year contracts for the provision of communication services were signed with business companies (UAB "Mars Lietuva", UAB "Ignitis Group Service Centre", UAB "LTG Competence Centre"). These contracts provide companies with the opportunity to receive long-term, guaranteed, and high-quality University services for a fee in various areas, including (but not limited to) the event KTU WANTED Career Days, thereby fostering a long-term, sustainable, and mutually beneficial relationship.

- A concept for working with schools was updated and detailed in the University's 2026–2030 strategy and long-term University action plan.

Continuous renovation of the present KTU infrastructure (buildings, environment, IT)

The University is consistently implementing infrastructure upgrading initiatives, including the development of information technology, the modernisation of buildings, the improvement of the study and work environment, and the landscaping of the University's surroundings. These actions ensure high-quality study and work conditions and enhance the sustainability, security, and accessibility of the infrastructure.

- **Information technology infrastructure.** An audit of wireless internet network coverage and quality parameters was conducted in the University's buildings, allowing the identification of weak points. Based on the results, targeted network expansion was carried out at the Faculty of Chemical Technology, and network expansion projects were prepared for other University buildings. End-user IT equipment in employee rooms and computer classrooms has been updated, and IT resources are being expanded for the growing data processing needs. A SIEM (Security Information and Event Management) system was installed to ensure rapid management of cyber incidents and strengthen IT security at the University.
- **Building maintenance and modernisation.** Annual building inspections and maintenance were conducted, and repair work was carried out. Classrooms, laboratories (at Studentų St. 50 and 54), and computer classrooms (at Studentų St. 67) were renovated. Common areas in the faculties (Faculty of Social Sciences, Arts and Humanities, Faculty of Chemical Technology, School of Economics and Business and Faculty of Mechanical Engineering and Design) and the premises of the Students' Association were renovated. Renovation work was carried out in dormitories, bicycle storage facilities were installed, and finishes and engineering systems were updated. Automatic ventilation and air conditioning solutions are being installed in various University buildings.
- **Improvement of the University's territories and surroundings.** Maintenance of the University's grounds continued throughout the entire reporting period: entrances, yards, pedestrian and bicycle pathways, sports fields, and lighting were renovated. The number of parking spaces was increased, spaces for people with disabilities were renovated, and spaces for electric vehicles were installed. Landscaping initiatives were implemented, and public yards and student outdoor spaces were tidied.
- **Energy efficiency and design work.** Building modernisation projects are being prepared and implemented at the "Alumni House" (building at Radvilėnų St. 19D) and KTU II Chamber (Gedimino St. 50), aiming for a B energy efficiency rating. An air conditioning project for the building at Radvilėnų St. 19A has been prepared, and construction permits have been obtained.
- **Accessibility and community needs.** Infrastructure is being improved to better accommodate people with disabilities: elevators and lifts are being installed in the University buildings (Studentų St. 56 and 67 and A. Mickevičiaus St. 37). Furniture is upgraded in study, work, and recreational areas in various University departments. The arts and culture infrastructure is strengthened by commemorating individuals significant to the University community.

2026 ACTIVITY HIGHLIGHTS

- Implementing the competency-based study model
- Implementing the experiential learning concept
- Developing the STEAM didactics
- Improving the accessibility of the study environment
- Strengthening students' psychological resilience
- Developing a competitive study programme portfolio
- Developing priority science/artistic fields through the attraction of competitive funding, active networking, and the effective use of research infrastructure
- Strengthening the competencies and leadership of doctoral students, their supervisors, and young researchers
- Generating innovative scientific and artistic knowledge and solutions by developing research-based centres of excellence
- Transforming new knowledge and technologies into benefits for society
- Increasing community engagement and strengthening organisational culture
- Developing a concept for employee recognition and engagement
- Strengthening the employer's image
- Enhancing community safety and resilience
- Creating and implementing a strategic partnership model
- Developing a culture of patronage

ktu.edu

Kaunas University of Technology

K. Donelaičio St 73, LT-44249 Kaunas
+370 37 300 000, fax. +370 37 324 144
ktu@ktu.lt

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