LITHUANIAN
SPORTS
UNIVERSITY

2012
2017

STRATEGY OF
THE DEVELOPMENT
OF INTEGRATED
ACTIVITIES
**AT THE LITHUANIAN
SPORTS UNIVERSITY**

*ORIGINAL IDEAS OF SCIENCE, STUDIES
AND INNOVATIONS FOR THE WELFARE
OF LITHUANIAN PEOPLE*

# Introduction

Changing laws on higher education and research, growing importance of competitive funding, declining numbers of students, increasing competition among higher education institutions as well as inadequate attention for physical activity are part of the challenges faced by the Lithuanian Sports University (hereinafter – the University, LSU) in the market of higher education. Prevailing higher education trends in Europe and the world are becoming more relevant for the University. They are the increase in the internationalization of universities and international mobility, increasing quality requirements for education and research which are closely linked to rapid penetration of technologies and innovations into studies and research, improvement of management and efficient use of available resources. Aiming at pursuing successful activities, the University has to respond to market developments immediately and be able to flexibly adapt to the changing environment. This does not mean that the University does not have to follow long-term good experiences and traditions of universities. The preparation of the Strategy of the Development of Integrated Activities (hereinafter – the Strategy) is one of the means ensuring the stability of successful activities and rapid headway in the areas of the improvement of international quality services and modern management at the University.

# Contents

# 1. Mission, vision and values of the University

**Our purpose of existence:**

"Promote coherent progress of the society, and be useful to it providing exclusive international level research and studies in sports science."

**We want to become:**

"One of the leading universities of sports, physical education, rehabilitation (physiotherapy), and health sciences in Europe, and the best in this area in the Baltic Sea Region."

**In the near future we will do our**

"By 2017, our uniqueness in sport, physiotherapy and health promotion, and appropriate application of sports science in studies and innovations will have ensured our position of a leading sports, physiotherapy and health science university in the Baltic Sea region."

**We will pursue our goals in accordance with the following values:**

• Respect for knowledge:
"Respect for the exclusive knowledge, ensuring the unity of science and education, development of ongoing progress".

• Fostering initiative:
"Thorough promotion of new ideas, initiatives, innovations, professionalism and leadership."

• Openness of studies:
"Accessibility and quality assurance of academic services for Lithuanian and foreign schoolchildren and students, the community of employees and seniors as well as business and public sector institutions."

• Cooperation:
"Promotion of active dialogue with national and foreign partners."

• Sociality:
"Teamwork based on mutual respect, tolerance, competence and trust."

• Exaltation of healthy lifestyle:
"Promotion, development and testimony of respect for healthy lifestyle and Olympic ideas."

• Citizenship:
"Promotion of citizenship and patriotism."

LITHUANIAN SPORTS UNIVERSITY

# 2.
# Highlights of the current situation

# 2.1. Higher education market

This section provides a brief overview of characteristic trends in the Lithuanian higher education market which will increasingly become relevant to the University in the near future while trying to work and compete successfully with other higher education institutions.

**In the coming years the number of students in Lithuania will decrease**

The number of students in Lithuanian institutions of higher education started decreasing in 2010. The negative growth trend is expected to continue in the future as well: in 2015 the number of students should decrease approximately by 6.5% (Figure 1).

The unfavourable demographic situation, which determines market shrinkage, means that the University will have more difficulties in enlisting the necessary number of students. Since the main source of income for the University is the student tuition fees, this trend may mean decreasing incomes for the University in the future as well.

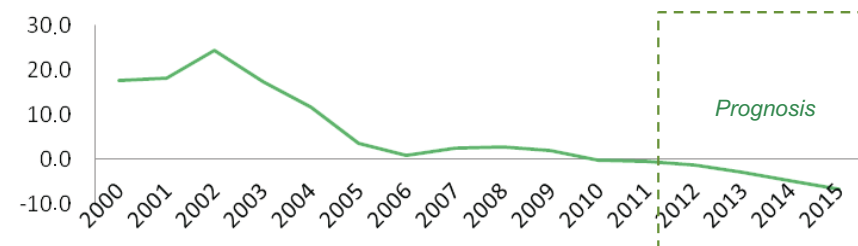## Percentage change



*Prognosis*

**Figure1. Changes in the numbers of students in Lithuanian institutions of higher education (Data-monitor analysis based on the information from National Statistical Organization, 2011)**

## Competition among institutions of higher education will increase

At present there are 47 institutions of higher education in Lithuania - 24 colleges and 23 universities (in 2010-2011 there were 45 higher education institutions) (Lithuanian Department of Statistics, 2012). The increasing number of higher education institutions shows the intensifying competition for Lithuanian students. While this trend progresses, it will hit hardest those higher education institutions which compete in the same areas of studies and the students of which have not so far noted them among their first choices. It is anticipated that the strongest universities in the country will recruit enough students, while less popular universities will give way to the most frequently chosen fields of study. This poses a threat to the University study programmes which are not unique. Thus, the University with the study programmes which were indicated as about the 4th choice by the applicants (LAMA BPO, 2011), is at risk to give its potential students to other higher education institutions. Unique, niche study programmes could remain popular in the future as well.

## The number of students studying abroad will increase

Although only about 3.5% of students are learning at the European higher education institutions, compared to the number of all Lithuanian students, studying abroad is becoming more and more popular (Ministry of Education and Science of the Republic of Lithuania, 2010). According to the research data by the Ministry of Education and Science of the Republic of Lithuania, in 2012 64% of school-leavers are planning to study in Lithuanian institutions of higher education, and 16% of them intend to continue their education abroad (Ministry of Education and Science of the Republic of Lithuania, 2012). Thus, the University may have to compete not only with the Lithuanian higher education institutions, but also with the foreign ones which often have a more developed sports education infrastructure and designate more funding for the development of sports.

## Possible consolidation of institutions of higher education, the issue of the University independence is being discussed

There is growing awareness of changes in the Lithuanian higher education market. At the end of 2011 the Parliament's proposals about the optimization of the Lithuanian university network included recommendations to leave one university in Vilnius and another one in Kaunas, joining other higher education institutions in these cities. A proposal was submitted to affiliate the University to the Lithuanian University of Health Sciences. Individual consolidation scenarios were provided for Vilnius Academy of Fine Arts and the Lithuanian Academy of Music and Theatre due to the specificity of those higher schools (Ministry of Education and Science of the Republic of Lithuania, 2011). The University could belong to a group of specific higher education institutions, however, its image of a university type institution of higher education is currently too weak, so the University should take steps to enhance the image.

## Other universities compete for the University "niche" students

With the introduction of study programmes offering the same qualification as other universities (e.g. Bachelor of Business and Management), the University began to compete with the most popular institutions of higher education in the country. Other universities also began to offer study programmes that previously had been the University's "business card", such as Physical Education (Lithuanian University of Educational Sciences), Physiotherapy and Public Health (Lithuanian University of Health Sciences). With this trend, the University is at risk of losing leadership in some study programmes. The solution for the University is to offer exceptional study programmes and position itself as a "niche" higher education institution where the studies are based on very high level of research.

# 2.1. Higher education market

# 2.2.
# Situation at the University



Changes in the number of Lithuanian students (%)

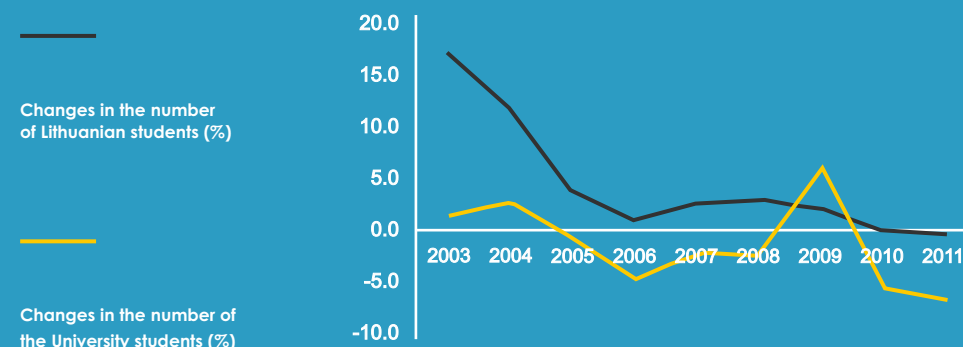Changes in the number of the University students (%)

Figure 2. Comparison of changes in the numbers of Lithuanian Sports university (LSU) students (%) (Lithuanian Department of Statistics, 2012; Lithuanian Academy of Physical Education, 2012)

**The number of students at the University is decreasing faster than in Lithuania in general**

Over the past ten years, the number of the University students has been almost continuously decreasing (except for 2009). Compared with the overall change in the number of students in Lithuania (see Figure 2), the same trend is noticed. However, the number of the University students began to decline much earlier (in 2005) than the actual contraction of the Lithuanian higher education market started (2010).

This trend indicates that one of the possible causes of the loss of the University students is not unfavourable demographics, but

the decline in the competitiveness of study programmes and students' choosing a university according to the place of their residence.

**There are too many study programmes according to the University potential of research and studies**

Currently the University offers 17 study programmes (8 undergraduate and 9 Master's degree programmes). Some study programmes recruit less that 3% of entrants, so they are loss-making to the University (Lithuanian Academy of Physical Education, 2012).

A large number of study programmes demand more

resources, complicate the administration and quality assurance.

**University image is not absolutely clear**

Offering programmes similar to those of other higher education institutions and giving them the same qualifications (e.g. Bachelor of Business and Management), the University is at risk of losing its identity. Instead of being a University which trains the country's most prominent coaches, physical activity specialists, physiotherapists, physical education teachers, it may become a higher education institution, offering a variety of specialities which may be non-competitive.

**Some students adversely evaluate the quality of studies at the University**

In June, 2012, a survey of a representative sample of fourth-year students whose studies had been completed (n = 389) showed that 71.8 per cent of the University students evaluated the quality of studies with as score of 7 or more; 24 per cent of students evaluated the quality of studies as very good or excellent. However, only half of the respondents (48.8 per cent) claimed that 70 per cent of teachers delivered their subjects very well and perfectly; 66.6 per cent of students evaluated University efforts to improve the quality of studies from average (7 points) to excellent (10 points). >>

>> In the period of the preparation of the Development Strategy of Integrated Activities, interviews with students were carried out. Several respondents admitted that they were satisfied with their studies at the University only partly, others claimed that studies did not meet their expectations (Data of interviews with the University students, 2012). Given the fact that many students learn about the University from their friends studying there, it is a disadvantage that graduates tend not to recommend the studies at the University for those who are talented and motivated. University students' opinions and evaluations of studies are very important for the development of its image.

**Internationality of studies is not adequately developed**

Currently, international students at the University represent less than 1% of students (Lithuanian Academy of Physical Education, 2012). Their basis is foreigners arriving under the Erasmus programme. The main reasons for that are study programmes not adapted to international students and too little notoriety abroad. If the University fails to develop conditions for the University internationality, it is likely to remain a regional university.

**Possibilities of cooperation with other institutions of higher education are still not fully covered**

Cooperation with other Lithuanian institutions of higher education proceeds formally. Although possibilities of joint study programmes are being considered, no such programmes have been implemented yet. Partnerships with foreign universities is based on ERASMUS exchange programme. Moreover, together with Tartu University, the University carries out PhD studies.

**Funding of scientific activities is not adequate and differentiated**

Currently, revenues from scientific activities to do not cover research funding, so most of the research projects receive funding from the revenue generated from the tuition fees. The revenue from science projects and for research outcomes is still low due to the lack of international quality research and publications, despite the fact that the quality of research at the University has significantly improved during the last 5 years.

The University carries out research activities in five areas, but not all of them are equally productive. Not establishing priorities in the fields of science and allocating resources to those research areas which do not have strong international level research excellence, the University pays inadequate attention to those areas which may give it recognition.

**The University lacks targeted public relations policy and its coordination**

If we want the University to be seen as a specific higher education institution and its views are taken into account while addressing critical issues in higher education, it is important to actively seek dialogue with the government, cooperate with the sports federations, and communicate with the society. Currently the University does not have a targeted plan to shape public opinion and does not perform lobbying activities seeking for favourable changes in governmental institutions and for selling competencies. With a unified public relations strategy, the University could realize its potential.

**Organizational management lacks efficiency**

One of the study quality deficiencies is not entirely smooth organization of studies. Firstly, there is a lack of communication between the administration and students. Secondly, there is no clear quality assurance mechanism, so the University cannot provide an effective organizational structure, as well as the management of academic processes and resources. Thirdly, strategic planning of studies and research activities as well as financial planning are not directly linked to each other and are not consistent with the responsibility and accountability of relevant departments.

# 2.2. Situation at the University

# The main weaknesses of the University

- Lack of effective integration of the newest scientific and technological achievements into studies;

- Lack of talented researchers;

- Lack of innovations;

- Lack of active international cooperation;

- Irrationality in organisation of postgraduate studies

- Narrow approach of the community and politicians to values of sport and health promotion through sport;

- Lack of active life of the public through physical activity.

# The main strengths of the University

- Well-marked progress in sports science research of international quality;

- High attractiveness of sports sudies and physiotherapy programs to Lithuanian youth;

- High prestige of sports professionals (especially in basketball);

- The aspiration of the university community to become a Sports university predicated on science, studies and innovations;

- All study programmes accredited by international experts;

- The study quality ensuring system.

## The main Threats of the University

- If the University does not cooperate actively with universities in Lithuania and in the world, there can be a critically small research and study potential for study and research;

- Deterioration in the higher education market conditions may threaten to financial stability;

- If the society and politicians do not understand the real values of sport, the University will not be able to implement its mission.

## The main Opportunities of the University

- To develop active collaboration with other higher education institutions in carrying out joint study programs and high level scientific research and experimental development;

- To develop a high international level quality of scientific research in sports genetics;

- To promote internationality of studies, thereby attracting talented foreign students to study;

- To integrate high-level scientific research and experimental development into study process, thus ensuring study quality of international level;

- To introduce the real values of sport and health promotion to the general public and politicians;

- To encourage the general public for harmonious and physically active lifestyle.

The previous section identified the key challenges that lie ahead. This chapter presents possible scenarios of the University development organized according to two dimensions: the legal status and the coverage. Legal status is that the University remains an independent institution of higher education or becomes an integral part of another higher education institution. Coverage - regional or international institution of higher education.

### Scenario A: Regional independent institution of higher education

The University tends to remain an independent institution of higher education. It intensely competes for students who, for one reason or another, decided to study in Kaunas. Its key competitors are Kaunas colleges and universities. With the declining numbers of students, big universities all the same will recruit the desired numbers of students due to their prestige, at least with lower admission scores. The University is currently not in the lead according to the admission priorities, so it is likely that the number of students will drop quite dramatically. A variety of ways for survival will be searched: perhaps by reducing the tuition fee, simplifying the possibilities to get higher education diploma - focusing mainly on quantitative rather than qualitative

# 3. Analysis of possible University development scenarios

criteria. However, these are only short-term measures. In the long-term perspective, after dismissing most of the teachers there will still remain relatively high infrastructure maintenance costs which will not be enough to cover the collected financing, so it will be necessary to look for other prospective follow-up. Research activities will lose about 3.6 million LTL of funding which is currently received from the studies, and there will be few possibilities to carry out global level studies.

### Scenario B: The University becomes part of one Lithuanian institution of higher education

Due to the lack of funds the University will look for further prospects for activities, i.e. institutions of higher education with which it could merge. It is likely that the University becomes a

sports faculty with unique sports study programmes and the remaining courses are abandoned or they are joined. University community would have to adapt to the policy and organization of a new institution of higher education. A number of changes would occur in the administration and academic departments. If an appropriate institution of higher education were chosen, there would be no need to worry about the number of students.

### Scenario C: Independent international level institution of higher education: international level unique study programmes are carried out

The University finds its niche in the international market - students come to study here not only from Europe, but from the whole world. Revenues from international study

programmes allow modernizing infrastructure of studies, paying internationally competitive salaries for employees, investing in scientific activities and performing socially responsible work. Due to unique international study programmes the authority of the University increases in Lithuania, too. Consequently, competition in entering the study programmes proposed by the University of increases as well. It is likely that after the implementation of this scenario, the University itself will be able to choose how many students to take.

### Scenario D: Merging with a reputable foreign institution of higher education

Merger option with a reputable foreign higher education institution would allow the University securing a steady number of foreign students and a reputation to help attract Lithuanian students, too. Foreign university should have channels to attract students in different countries. Through this network the University would offer its own study programmes. University study programmes would be substantially updated according to foreign university standards. Positive changes would occur in research since the University scientists would work in foreign university laboratories, scientists would more often come from abroad. >>

**LEGAL STATUS**

Independent

**A** Fighting for survival with other Kaunas institutions of higher education.

**C** LAPE carries out unique international level study programmes.

Merger

**B** LAPE becomes part of one Lithuanian institution of higher education.

**D** LAPE merges with a reputable foreign institution of higher education.

Regional

International

**COVERAGE**
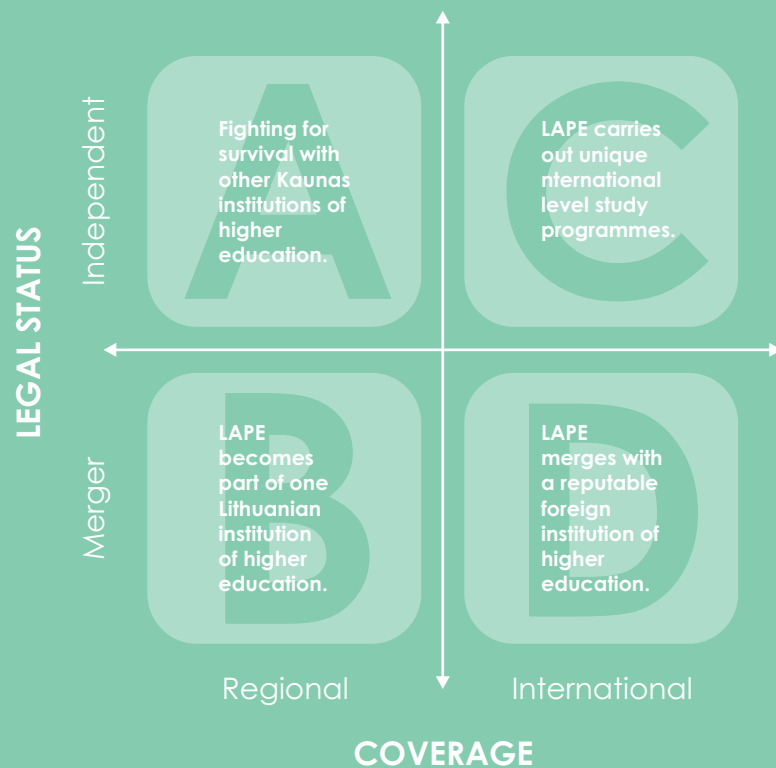
Figure 3. Possible Academy (LAPE) development scenarios.

# 3. Analysis of possible University development scenarios

All the presented scenarios can be implemented, but they differ in their implementation complexity and risk. The most likely scenario is A - an independent regional institution of higher education,  however, there is a chance that due to the decreasing overall number of students it could change to scenario B, i.e. merging with some other Lithuanian institution of higher education. More complex in terms of implementation is scenario D because the University would have to take the initiative to find a good reputable foreign higher education institution and to become its branch in Lithuania. The most difficult and the most demanding is scenario C - The University as the independent international level institution of higher education. However, this is the only scenario compatible with the long-term vision of the University, i.e. "One of the leading universities of  sports and physical education, rehabilitation (physiotherapy) and health sciences in Europe". Other scenarios are of regional character and they deny independence. This scenario was chosen as the basis for building up strategic trends.

# 4. Strategic trends

The previous section of this document identified two essential things:

1) where we want to be in the future and
2) where we are now.

This section aims at identifying significant changes and the strategic trends which have to be developed in order to become what we want to be - independent international level higher education institution.

Following the vision of 2017, there are four key strategic trends to which the University should focus while implementing the Strategy of the Development of Integrated Activities.

The first two strategic trends "International leader in research" and "Attractive study programmes" are the key aspects in the Strategy grounding the realization of the five-year University vision. "Development of the University (LSU) identity" and "Effective management" are supporting strategic trends acting as preconditions for successful implementation of other strategic trends (Figure 4).

**Key strategic trends** ▶

International leader in science

Attractive study programmes

LSU identity development ▶

Effective management ▶

**Supporting strategic trends**

Figure 4. Strategic trends of the University (LSU): key and supporting strategic trends

# 4.1.
# International leader in research

The main aim of this strategic trend is to concentrate all resources for the development of quality research production and innovations. This would allow seeking for a leader position in sports science.

The University as a higher education institution seeks to develop research production which would serve Lithuanian and global public welfare, foster health promotion through sport and physical activity. Currently, income from research is not sufficient to maintain this area, so the biggest part of research funding comes from the incomes of the study programmes. In the absence of abundant financial resources, it is necessary to focus funding on priority trends of research where the University could take a leadership position. Under income uncertainty, scientific production can be slowed significantly, so it is necessary to take steps to ensure the financial independence of research area. Only after provide funding for priority trends in research, it is possible to invest in the enhancement of research quality. First, it is necessary to refine areas of research in which the University has profound international competencies that are unique in the Lithuanian and world context, focusing on the objectives of the University and able to position the University as a leader. These research areas should be given the highest funding (estimated revenues). Ensuring a stable income from the study programmes, priority areas of science should get more and more investment in infrastructure, development of research activities and quality assurance.

Secondly, the University should expand cooperation with both Lithuanian and foreign partners in order to carry out joint research activities. This would resound the University's name and attract the best talents in research who would have adequate access to improve using a network of partners.

The greatest part of University income depends on the number of students enrolled. Over the past few years, the University has admitted fewer students: in 2010 - fewer by 44% compared to 2009, in 2011 - by 3% (Lithuanian Academy of Physical Education, 2012). If this trend continues, the University revenue will substantially decline. In order to ensure a stable income, it is necessary to address the question of a decline in the number of new students. The main way to do this is to offer attractive, student-centred study programmes.

Given the current situation of the University, it is likely that small revisions in the study programmes would not be adequate to remedy the situation, it is therefore necessary to take decisive actions. The recommended component of changes is the international students-oriented study programmes. It is proposed to create new (Sports Coaching) Bachelor's and Master's programmes in the English language, oriented to practice, as well as adoption of experience from relevant professionals. Studies should be based on the fundamental strengths of the University - identity of Lithuania as a basketball country, University specificity and connections that can be created through unique

# 4.2. Attractive study programmes

basketball (and other sports) and athletic training, and modern studies in physiotherapy (e.g. tele-rehabilitation). These studies could bring enough revenue to maintain the University and to make the necessary changes currently proposed in the study programmes.
In addition to the development of international study programmes, the University should review currently proposed study programmes, assess their attractiveness and profitability and consolidate or withdraw the unpopular study programmes.
Other study programmes

would continue to be successfully carried out together with the new international Basketball (Sports Coaching) and Physiotherapy programmes. In addition, organization of study process should be reviewed and improved in an effort to make it attractive to students. First, attempts should be made to increase the flexibility of studies and to analyze students' learning experiences continuously.
Study programmes should be reviewed by enabling practical application of the knowledge gained: promoting and organizing international internship, organizing placement in cooperation with the social

partners, developing practical application-oriented graduation papers, after graduating awarding certificates required for work.

These measures concern the implementation of major study objectives - modern and relevant curriculum delivery and recruitment of talented and motivated students.

The purpose of this strategic trend is to position the University as a leader in sport science and physical education, physical therapy and health promotion through physical activity, which would be recognized by both the society and other communities of the higher education institutions.

Currently, the identity of the University in the society is not clear - it offers a lot of different study programmes and courses, including sport, management, health promotion, the role of the University in the country's of health policy is not clear, it is also unclear in the Lithuanian sports world. To prevent this, it is necessary to form a strong and unique identity of the University in public and position it as a thriving specialized university, a leader in sports science and physical education, physical therapy and health promotion through physical activity due to its

achievements. This strategic trend is horizontal and it is closely related to the vertical fields of studies and research.

Identity development strategic trend consists of two parts:

1) refining the identity inside the organization and

2) shaping the identity in the society.

The current brand of the University creates strong associations that are not necessarily positive. Moreover, it is not entirely suitable for European-level university, therefore changes are proposed from brand-building which reminds a European leader. Public relations should be coordinated to highlight the University leadership in the areas of expertise where the competencies are developed. Currently, the University is represented by a

number of members of the organization, but there is no central coordination of public relations.  Therefore, this office should establish a plan of public relations for the targeted development of the University identity and monitor its implementation. One of the most important means of the University identity formation is lobbying. The University should actively cooperate with social partners and seek that sport should be recognized as a separate area of studies to which students' baskets or targeted funding were allocated.  This could be one of the most stable guarantees for the University income because it would attract more students. Admission should be organized in this joint study group.

# 4.3. Development of the University identity

The main aim of this strategic trend, leading to professional and modern organization management, is to ensure organizational flexibility, ability to adapt to changes and to improve.

Professional management and organization is one of the prerequisites of high-quality education and research. Currently, the University administration comprises about 32% of all employees of the University (Lithuanian Academy of Physical Education, 2012). Compared to the average of all USA universities, this index amounts to 16% on average. Nevertheless, effective management cannot be understood only as administrative cost reduction. Most important is the speed of decision-making, its implementation, smooth and efficient organization of activities, tolerance of the staff, mutual trust, continuous organizational improvement

and so on. Effective management must ensure that the employees continuously improved their competence, were motivated, knew what to do and had the necessary tools (see Figure 5).

One of the first tasks to achieve effective management is the implementation of the quality management system. This measure would ensure the smooth functioning of the University management of organizational structure, processes, and resources. Secondly, the University should create a motivational system that promotes employee development and active participation in the academic and scientific activities. Thirdly, aiming at enhancing the speed of decision-making and the implementation of changes, the University could transform management following the good management practices of the world. One of the

# 4.4.
# Effective management



Figure 5. Prerequisites of effective management

measures to improve management is the implementation of the decentralization of the financial area, i.e. allocation of the financial freedom of choice and accountability to the departments of studies and research. Finally, in order to ensure effective management, the University has to take care of the improvement of internal communication. Smooth communication would improve coordination of studies and research,  the quality of studies,  and fasten problem solving processes. Communication is very important for improving the organization's climate - fostering cooperation and the sense of community. Attached to this document is the Concept of the University Management Development, which provides a detailed assessment and recommendations of the University management.

# 5.
# Aims and objectives of strategic trends

**BY 2017, OUR UNIQUENESS IN SPORT, PHYSIOTHERAPY AND HEALTH PROMOTION, AND APPROPRIATE APPLICATION OF SPORTS SCIENCE IN STUDIES AND INNOVATIONS WILL HAVE ENSURED OUR POSITION OF A LEADING SPORTS, PHYSIOTHERAPY AND HEALTH UNIVERSITY IN THE BALTIC SEA REGION.**

## STRATEGIC TRENDS

### INTERNATIONAL LEADER IN SCIENCE

**Task 1. Generate funds for scientific areas where LSU can take the leading position**
Measure 1: Prioritize fields of research
Measure 2: Develop researcher motivation system based on achievements
Measure 3: Implement the system of active sales of research and consultancy services
Measure 4: Intensify experimental development in sport, physical education, rehabilitation (physiotherapy) and wellness areas

**Task 2. Improve the quality of research**
Measure 1: Develop a network of research partners
Measure 2: Provide conditions to attract and maintain gifted researchers
Measure 3: Develop an effective mechanism of research administration and quality assurance
Measure 4: Develop a strategy for increasing the internationalization of humanities and social sciences

### HIGH-QUALITY AND ATTRACTIVE STUDIES

**Task 1. Strengthen the export of experience in sport science and education by ensuring the internationality of studies**
Measure 1: Make collaboration with the best European and Asian universities more active, strengthen own role in international organizations
Measure 2: Promote internationalization at home, strengthen international competences among academic community, and implement foreign language policy
Measure 3: Design international joint and non-degree study programmes, study programmes with foreign language of instruction, international professional development and other events

**Task 2. Add to the development of global culture and public welfare by sports higher education and science**
Measure 1: Create exceptional teaching and learning conditions for gifted students and promote the autonomy of studies by pursuing the concept Mens Sana in Corpore Sano in higher education
Measure 2: Ensure the quality of studies and global dissemination of good practice through continuous improvement of the academic community
Measure 3: Increase the flexibility of studies, develop e-studies, improve the systems of learning support to international, sport-gifted, employed students and students with special needs

**Task 3. Promote global dissemination of sport, healthy lifestyle and sport science ideas, develop lifelong learning, competence recognition and social partnership systems**
Measure 1: Ensure the development of lifelong learning conditions through the dissemination of sport and wellness ideas to the general public
Measure 2: Ensure the operation of the system of recognition of non-formal and informal learning competences by developing sports studies
Measure 3: Bring together alumni and social partners, develop graduates consultation system by promoting the global sport and health enhancing physical activity movement and development of sport science

### LSU IDENTITY DEVELOPMENT

**Task 1. Build LSU identity in the society**
Measure 1: Clarify LSU identity
Measure 2: Create the system for reviewing the dissemination of LSU identity
Measure 3: Focus on the activities that would enable to obtain Student Baskets for sport, rehabilitation and public health as a separate area of study
Measure 4: Implement targeted external LSU communication through sport, physical education, rehabilitation (physiotherapy) and wellness

**Task 2. Create the mechanism for the monitoring and assessment of LSU impact on the country and the region, the activities of social partners forum or cluster**
Measure 1: Develop the system for the monitoring of LSU impact on the country and the region
Measure 2: Develop the system for the assessment of LSU impact on the country and the region
Measure 3: Initiate the signing of contracts by and between LSU and different institutions (social partners)
Measure 4: Encourage social partners to participate in various LSU events

### EFFECTIVE MANAGEMENT

**Task 1. Ensure the motivation and competence of the staff**
Measure 1: Upgrade the system for staff motivation and evaluation
Measure 2: Implement staff competence development
Measure 3: Promote collaboration and sense of community

**Task 2. Improve management quality**
Measure 1: Design a human resource development plan
Measure 2: Implement quality management assurance system (QMS)
Measure 3: Decentralize the finance area
Measure 4: Ensure management competences of executives
Measure 5: QMS optimization

**Task 3. Develop e-services**
Measure 1: Apply IT in management
Measure 2: Expand e-services to students
Measure 3: Create videotaped lectures

**Task 4. Improve the mechanism for strategy implementation monitoring and assessment**
Measure 1: Design the monitoring system
Measure 2: Design the assessment system

## VALUES

1. Exaltation of sport and health promotion; 2. Respect for knowledge; 3. Openness of studies; 4. Sociality; 5. Fostering initiative; 6. Cooperation

## MISSION

LSU mission – promote coherent progress of the society, and be useful to it providing exclusive international level research and studies in sports science.

# 6.
# Indicators of implementation of the strategy of integrated activities

## 1. International leader in research

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|

### 1.1. Generate funds for scientific areas where LSU can take the leading position

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|
| **Indicator:** Funding for the infrastructure of prioritised research areas, (LTL thousand) | 100 | 300 | 300 | 300 | 300 | 300 |

### 1.2. Improve the quality of research

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|
| **Indicator:** Number of high-quality articles with high h-index ( >2), articles | 3 | 11 | 11 | 11 | 13 | 15 |
| Number of researchers who had published 3 and more articles with high h-index (>2), % | 12 | 13 | 15 | 17 | 19 | 21 |
| Total number of articles | 250 | 229 | 220 | 200 | 180 | 150 |
| Total number of ISI articles | 28 | 38 | 40 | 45 | 50 | 60 |
| Scientific output per scholar in ISI Web of Science databases | 0.3 | 0.4 | 0.45 | 0.5 | 0.55 | 0.6 |
| Original research equipment, pscs. | 20 | 36 | 40 | 45 | 50 | 50 |
| Number of international and national projects | 4 | 7 | 9 | 9 | 9 | 10 |
| Number of R&D contracts (MTEP) | 4 | 5 | 6 | 8 | 10 | 12 |

## 2. High-quality attractive higher education

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|
| **Indicator:** Number of applicants to LSU who stated LSU study programmes as preference 1 in the first stage of admission | 775 | +5% | +5% | +5% | +5% | +5% |

### 2.1. Strengthen the export of experience in sport science and education by ensuring the internationality of studies

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|
| **Indicators:** Number of students enrolled in international study programmes delivered in English | 0 | 5 | 15 | 20 | 25 | 30 |
| Outgoing teachers under academic exchange programmes (MVG, Erasmus+, Nordplus etc.), % | 23 | 24 | 26 | 28 | 29 | 30 |
| Number of international summer/winter camps (courses) | - | 1 | 1 | 2 | 3 | 3 |
| Number of visiting foreign teachers under academic exchange programmes (MVG, Erasmus+, Nordplus, LMT etc.) | 0 | 5 | 7 | 10 | 15 | 20 |
| Outgoing exchange students, % | 2 | 2.4 | 2.6 | 2.8 | 3 | 3.2 |
| Number of incoming exchange students | 21 | 33 | 29 | 30 | 32 | 34 |
| Joint and other study programmes delivered in foreign languages | 0 | 5 | 6 | 6 | 6 | 6 |
| Number of teachers whose level of English is B2 | 25 | 30 | 35 | 40 | 50 | 60 |
| Number of teachers who lecture, deliver professional development courses, provided consultations at universities abroad (other than academic exchange programmes MVG, Erasmus+, Nordplus etc.) | 2 | 4 | 5 | 6 | 7 | 8 |

**2.2. Add to the development of global culture and public welfare by sports higher education and science**

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|
| **Indicators:** Number of students in state funded places | 57 | 75 | 100 | 150 | 200 | 250 |
| Number of students with nominal scholarships | 3 | 5 | 10 | 15 | 20 | 20 |
| Students who value the quality of studies high and very high, % | 55 | 60 | 80 | 90 | 90 | 90 |
| Entrants with average enrolment score making 50% of the maximum score, % | 66 | 82 | 90 | 95 | 95 | 95 |
| Teachers whose field of research corresponds to the field of study module, % | 40 | 50 | 60 | 70 | 80 | 90 |
| Conference presentations made on the basis on final theses, % | 0 | 6 | 7 | 8 | 9 | 10 |
| Research articles published on the basis of final theses, % | 0 | 4 | 5 | 6 | 7 | 8 |
| Number of work and recreation areas for students | 1 | +1 | +1 | +1 | 4 | 4 |
| Annual investment into IT, (LTL thousand) | 220 | 250 | 250 | 250 | 250 | 250 |
| Investment into learning resources (LTL thousand) | 40 | 60 | 80 | 80 | 90 | 90 |
| Number of distance education modules | 2 | 3 | 30 | 35 | 40 | 45 |
| PC-equipped workplaces, % | 85 | 90 | 95 | 100 | - | - |
| Wi-Fi coverage, % | 50 | 55 | 65 | 75 | 85 | 95 |
| Number of conferences held by the Student Research Society | 1 | 1 | 1 | 2 | 2 | 2 |
| Development of studies and sport infrastructure, number | 1 | 3 | 1 | 1 | 1 | 1 |
| Students introduced to original research facilities and instruments, % | 3 | 10 | 20 | 20 | 30 | 40 |
| Students who can use original research facilities and instruments for their final theses, % | 2 | 3 | 5 | 5 | 7 | 10 |
| New and original lectures, based on the data of other researchers, % | 0.9 | 1.2 | 1.5 | 1.8 | 2.1 | 2.4 |
| Learning materials uploaded onto Moodle database (% of the total number of modules) | 5 | 20 | 80 | 90 | 100 | - |
| Number of international and national studies projects | 10 | 9 | 9 | 9 | 9 | 9 |

**2.3. Promote global dissemination of sport, healthy lifestyle and sport science ideas, develop lifelong learning, competence recognition and social partnership systems**

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|
| **Indicators:** Number of persons registered in career monitoring database | 526 | 1082 | 1500 | 1900 | 2300 | 2600 |
| Number of persons who participated in professional development courses | 700 | 800 | 900 | 1000 | 1100 | 1200 |
| Number of persons who used competence recognition procedure | - | - | 10 | 15 | 20 | 30 |
| Number of U3A students | - | - | 140 | 150 | 150 | 160 |
| Number of students counselled on career issues | - | 10 | 100 | 120 | 150 | 175 |
| Number of Alumni club members | - | - | 500 | 750 | 1000 | 1500 |
| Number of Library services users | 29567 | 34356 | 35000 | 36000 | 36000 | 36000 |
| Number of information search training sessions held in the Library | 7 | 12 | 14 | 15 | 18 | 20 |

| STRATEGIC TREND, OBJECTIVES, INDICATORS | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|
| **3. Identity formation** | | | | | | |
| **3.1. Build LSU identity in the society** | | | | | | |
| **Indicator:** All stakeholders identify LSU as a leader of research and studies in the following areas: | | | | | | |
| Sport, % | 80 | 85 | 90 | 95 | 95 | 95 |
| Physical education,% | 50 | 55 | 60 | 65 | 70 | 70 |
| Health enhancing physical activity and recreation, % | 25 | 30 | 40 | 50 | 60 | 70 |
| Physiotherapy, % | 30 | 35 | 45 | 50 | 55 | 60 |
| Adapted physical activity, % | 50 | 55 | 60 | 65 | 75 | 90 |
| Sport physiology (biology), % | 80 | 85 | 90 | 95 | 95 | 95 |
| References of LSU activities in the media, times | 0 | 400 | 420 | 430 | 440 | 450 |
| Number of public events held by LSU | 0 | 40 | 50 | 54 | 58 | 62 |
| Number of students with special needs and increasing LSU corporate responsibility | 12 | 15 | 15 | 15 | 15 | 15 |
| **3.2. The mechanism for the monitoring and assessment of LSU impact on the country and the region, the activities social partners forum or cluster** | | | | | | |
| **Indicator:** Number of social partners who entered into agreements with LSU and participate in LSU events | 64 | 92 | +10 | +10 | +10 | +10 |
| **4. Effective management** | | | | | | |
| **4.1. Ensure the motivation and competence of the staff** | | | | | | |
| **Indicator:** Satisfaction of academic staff according to survey results, scores | – | 3.4 | 3.5 | 3.6 | 3.8 | 4.0 |
| **4.2. Improve management quality** | | | | | | |
| **Indicator:** The number of LSU self-assessments according to the general assessment model | – | – | 1 | 0 | 1 | 0 |
| Management quality assessment (employee surveys), % | – | +55 | +5 | +5 | +5 | +5 |
| Number of professional development, internships and other projects | 16 | 16 | 25 | 25 | 25 | 25 |
| Number of project applications | 35 | 64 | 65 | 65 | 65 | 65 |
| Number of awarded project contracts | 16 | 14 | 25 | 25 | 25 | 25 |
| Number of infrastructure projects (funded from EU structural funds etc.) | 3 | 2 | 2 | 2 | 2 | 2 |
| **4.3. Develop e-services** | | | | | | |
| **Indicator:** Evaluation of the sufficiency of e-services for LSU community (survey data) (> 80 % of community members are satisfied with available e-services) | – | 83 | >80 | >80 | >80 | >80 |
| **4.4. The mechanism for strategy implementation monitoring and assessment** | | | | | | |
| **Indicator:** Design strategy implementation assessment system | – | – | 1 | – | – | – |

# 7. Strategy of integrated activities: responsible persons, resources and implementation schedule

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | REQUIRED RESOURCES | IMPLEMENTATION SCHEDULE | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |

**1. International leader in science**

**1.1. Generate funds for scientific areas where LSU can take the leading position**

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | REQUIRED RESOURCES | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|---|---|---|
| Measure 1: Establish priority fields of research | > Evaluate the uniqueness of the fields of research in the Lithuanian and global context as well as their compatibility with the vision of LSU; > Evaluate available research competencies of scientists and their capacity to create scientific production; > Identify priority areas of research in which LSU could become a leader in the Baltic region; > Set a fixed part of the LSU revenue to be allocated to priority areas of research. | Vice-Rector For Research and a working group recruited by Rector's Order | Available human resources | Before November | | | | | |
| Measure 2: Develop researcher motivation system based on achievements | > Abandon mandatory research production system for teachers-professional athletes/ internships; > Improve the new remuneration system in order to give employee needs-based incentives to researchers for high quality research production and merits. | Vice-Rector for Research, Vice-Rector for Studies, Office of Personnel and Law | Currently available human resources | | Until January | | | | |

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | EQUIRED RESOURCES | IMPLEMENTATION SCHEDULE | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| Measure 3: Implement the system of active sales of research and consultancy services | > Establish responsibility for the sales of research / consultancy services (hire a person responsible for the sales of research services). <br> > Identify potential clients of contract research and start a streamlined sales process. <br> > Apply the principles of a separate centre receiving financial benefits; develop a cost-effective pricing taking into account sales and administrative costs. <br> > Motivate and provide conditions for the sales of research production. <br> > Develop the intellectual property management system (intellectual production created by the employees shall remain the property of the University). <br> > Indicative sales areas: public procurement (the Ministry of health), sales of applied research services to companies, sales of high-quality research production through international networks. | Vice-Rector for Research, Marketing Office (sales specialist) | Currently available human resources, sales specialist's salary + portion of the sales | | | Until October | | | |
| Measure 4: Enhance experimental development in the areas of sports, physical education, rehabilitation (physiotherapy) and health promotion | > Increase the experimental development in the area of sport | Vice-Rector for Sports | Available human resources | Since November | | | | | |

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | EQUIRED RESOURCES | IMPLEMENTATION SCHEDULE | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |

**1.2. Improve the quality of research**

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | EQUIRED RESOURCES | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|---|---|---|
| Measure 1: Establish a network of partners for scientific research | > Develop international cooperation in research and / or development of projects, use the services provided by the international networks and associations; > Considering the common interests, participate actively in clusters, activities of science and innovation parks and valleys; > Implement at least one project with a partner (cluster) in each priority research field. | Vice-Rector for Research | Available human resources; 25,000 LTL for visits to potential partners and representation allowances + "Performance fee", depending on the value of the project | | | Before September | | | |
| Measure 2: provide conditions to attract and maintain gifted researchers | > Evaluate the possibilities of hiring new research staff (2 and more visiting scholars from abroad). > Ensure appropriate dissemination of research activities (in Lithuania and abroad) in order to build the image of LSU as the leader in pertinent research areas. > Provide conditions for professional development of gifted researchers: international exchanges, internships, visits and training. > Gradually achieve the European level of research infrastructure in priority areas. | Vice-Rector for Research Office of Personnel and Law | Currently available human resources, investment of LTL 100 - 300 thousand* of own funds per year to infrastructure (priority research areas) supplemented, where possible, by the funding of EU projects; LTL 200 thousand* per year (LSU funds) for the salaries of additional staff members | | Since January | -- | -- | -- | Until December |

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | EQUIRED RESOURCES | IMPLEMENTATION SCHEDULES | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| Measure 3: Develop an effective mechanism of research administration and quality assurance | > Expand the functions of the Senate Research Committee providing the responsibility for research administration and direct allocation of funding for research projects selected by means of competitive procedure<br>> Apply funding related qualitative criteria of research self-assessment. | Vice-Rector for Research | Currently available human resources | | | December | | | |
| Measure 4: Develop a strategy for the increase in the internationality of the Humanities and Social Sciences | > Develop a strategy for the increase in the internationality of the Humanities and Social Sciences. | Vice-Rector for Research | Currently available human resources | Since September | Before June | | | | |

## 2. High-quality attractive higher education

## 2.1. Strengthen the export of experience in sport science and education by ensuring the internationality of studies

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Measure 1: Make collaboration with the best European and Asian universities more active, strengthen own role in international organizations | > Develop strategically significant partnership, strengthen collaboration with the best universities in Europe, Asia Eastern Partnership countries and other post-Soviet countries, participate in the activities of partner networks, joint study and research centres with foreign partners, seek visibility in the international arena.<br>> Ensure that teachers and researchers get administrative, financial and technical support for the preparation and implementation of international collaboration projects. | Vice-rector for studies | Currently available human resources | - | Annual work plan 2013/2014 | Annual work plan 2014/2015 | Annual work plan 2015/2016 | Annual work plan 2016/2017 | Annual work plan 2017/2018 |

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | EQUIRED RESOURCES | IMPLEMENTATION SCHEDULES | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| Measure 2: Promote internationalization at home, strengthen international competences among academic community, implement foreign language policy | > Improve the system of motivation of academic community participation in internationalization activities. <br> > Implement foreign language teaching policy. <br> > Ensure the mobility of academic community. <br> > Encourage professional development of academic community (professional training, language courses, internships). <br> > Organize internationalization events. <br> > Attract foreign teachers and ensure the involvement of visiting teachers into the process of studies. | Vice-rector for studies | Currently available human resources, LTL* 5 000 per year for the implementation of language policy; | - | Annual work plan 2013/ 2014 | Annual work plan 2014/ 2015 | Annual work plan 2015/ 2016 | Annual work plan 2016/ 2017 | Annual work plan 2017/ 2018 |
| Measure 3: Design international joint and non-degree study programmes, study programmes with foreign language of instruction, international professional development and other events. | > Design and review the plan for study programme modification providing the development of international joint study programmes study programmes with foreign language of instruction. <br> > Ensure that administration and infrastructure of studies is adapted for international students. <br> > Ensure targeted dissemination of information about international studies at LSU. <br> > Organize international courses for the coaches of basketball and other sports, rehabilitation specialists etc. <br> > Organize international winter and summer camps. | Vice-rector for studies | Currently available human resources, LTL 20 thousand* per year for infrastructure upgrading | - | Annual work plan 2013/ 2014 | Annual work plan 2014/ 2015 | Annual work plan 2015/ 2016 | Annual work plan 2016/ 2017 | Annual work plan 2017/ 2018 |

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | EQUIRED RESOURCES | IMPLEMENTATION SCHEDULES | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |

**2.2. Add to the development of global culture and public welfare by sports higher**

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | EQUIRED RESOURCES | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|---|---|---|
| Measure 1: By pursuing the concept *Mens Sana in Corpore Sano* in higher education, create exceptional teaching and learning conditions for gifted students and promote the autonomy of studies | > Implement and improve student-centred and general university education approach. <br> > Improve the system of learning support to gifted students. <br> > Ensure the development of academic consciousness and integrity. <br> > Ensure effective functioning of the system of information about studies. | Vice-rector for studies | Currently available human resources | - | Annual work plan 2013/ 2014 | Annual work plan 2014/ 2015 | Annual work plan 2015/ 2016 | Annual work plan 2016/ 2017 | Annual work plan 2017/ 2018 |
| Measure 2: Ensure the quality of studies and global dissemination of good practice through continuous improvement of the academic community | > Ensure the functioning of internal quality assurance mechanisms based on ESG requirements. <br> > Strengthen the student input in study quality assurance and improve the system of giving feedback to students. <br> > Spread the culture of respect to the learner and enhance didactical competences of teachers. <br> > Ensure effective collaboration with stakeholders and increase their input into study quality assurance. <br> > Increase ISI Web of Science research output in the areas of study and involvement of students into research. | Vice-rector for studies | Currently available human resources | - | Annual work plan 2013/ 2014 | Annual work plan 2014/ 2015 | Annual work plan 2015/ 2016 | Annual work plan 2016/ 2017 | Annual work plan 2017/ 2018 |

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | EQUIRED RESOURCES | IMPLEMENTATION SCHEDULES | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| Measure 3: Increase the flexibility of studies, develop e-studies, improve the systems of learning support to international, sport-gifted, employed students and students with special needs | > Expand distance and e-learning.<br>> Ensure the accessibility of digital learning materials.<br>> Improve the system of individual and autonomous studies.<br>> Promote students' sport and healthy lifestyle.<br>> Improve the accessibility of studies to employed persons and persons with special needs.<br>> Improve internal communication system. | Vice-rector for studies | Available human resources, LTL 100 thousand* per year for IT and distance learning;<br>LTL 25 thousand* per year for teaching aids and learning materials;<br>LTL 20 thousand* per year for scholarships of international students | - | Annual work plan 2013/ 2014 | Annual work plan 2014/ 2015 | Annual work plan 2015/ 2016 | Annual work plan 2016/ 2017 | Annual work plan 2017/ 2018 |

**2.3. Promote global dissemination of sport, healthy lifestyle and sport science ideas, develop lifelong learning, competence recognition and social**

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | EQUIRED RESOURCES | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|---|---|---|
| Measure 1: Ensure the development of lifelong learning conditions through the dissemination of sport and wellness ideas to the general public | > Deliver professional development and re-qualification courses.<br>> Open U3A.<br>> Initiate and implement projects for professional development<br>> Deliver courses of didactics, languages, research and practical competences, distance learning and professional development for academic community. | Vice-rector for studies | Available human resources, LTL 10 thousand* per year for courses for academic community | - | Annual work plan 2013/ 2014 | Annual work plan 2014/ 2015 | Annual work plan 2015/ 2016 | Annual work plan 2016/ 2017 | Annual work plan 2017/ 2018 |
| Measure 2: Ensure the operation of the system of recognition of non-formal and informal learning competences by developing sports studies | > Ensure recognition, validation and certification of non-formal and informal learning competences. | Vice-rector for studies | Currently available human resources | - | Annual work plan 2013/ 2014 | Annual work plan 2014/ 2015 | Annual work plan 2015/ 2016 | Annual work plan 2016/ 2017 | Annual work plan 2017/ 2018 |

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | EQUIRED RESOURCES | IMPLEMENTATION SCHEDULES | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| Measure 3: Bring together alumni and social partners, develop graduates consultation system by promoting the global sport and health enhancing physical activity movement and development of sport science | > Establish Alumni club and develop club activities.<br>> Ensure the operation of career monitoring system.<br>> Ensure the provision of career consultations for students and graduates.<br>> Coordinate the activities of Social Partners Forum, develop the system of communication between LSU and social partners. | Vice-rector for studies | Currently available human resources | - | Annual work plan 2013/ 2014 | Annual work plan 2014/ 2015 | Annual work plan 2015/ 2016 | Annual work plan 2016/ 2017 | Annual work plan 2017/ 2018 |

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | EQUIRED RESOURCES | IMPLEMENTATION SCHEDULES | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |

**3. Identity formation**

**3.1. Build LSU identity in the society**

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | EQUIRED RESOURCES | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|---|---|---|
| Measure 1: Clarify LSU identity | > Build the new LSU identity based on the mission, vision and values. <br> > Interview the community (staff members, students) regarding identity alternatives. <br> > Create and implement new identity symbols. | Marketing Office | Currently available human resources; financial resources LTL 10 thousand* | Until December. | | | | | |
| Measure 2: Create the system for reviewing the dissemination of LSU identity | > Design an effective new LSU identity dissemination plan involving all members of the organization. <br> > Establish responsibilities for the dissemination of LSU identity and public relations. <br> > Ensure that all organization members are aware of LSU identity and able to appropriately represent LSU outside the University. <br> > Ensure that target audiences are reached in external communication. | Marketing Office | Currently available human resources | Plan until December | | | | | Until December |
| Measure 3: Focus on the activities that would enable to obtain Student Baskets for sport, rehabilitation and public health as a separate area of study | > Design a focused operation strategy and plan. <br><br> > Maintain an active dialogue with the Ministry of Education and Science on the allocation of Student Baskets. | Rector, Vice-rector for Studies, Vice-rector for Sport, Chancellor | Currently available human resources | Plan until December | | | | | |

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | EQUIRED RESOURCES | IMPLEMENTATION SCHEDULES | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| Measure 4: Implement targeted external LSU communication through sport, physical education, rehabilitation (physiotherapy) and wellness | > Design the plan for targeted external LSU communication through sport, physical education, rehabilitation (physiotherapy) and wellness. > Develop relationships with social partners in order to ensure targeted external LSU communication through sport, physical education, rehabilitation (physiotherapy) and wellness. | Vice-rector for Sport, Marketing Office, Chancellor | Currently available human resources | Since September | | | | | |

↘ **3.2. Create the mechanism for the monitoring and assessment of LSU impact on the country and the region, the activities social partners forum or cluster**

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | EQUIRED RESOURCES | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|---|---|---|
| Measure 1: Develop the system for the monitoring of LSU impact on the country and the region | > Develop the plan for the monitoring of LSU impact on the country and the region | Chancellor | Currently available human resources | Since September | Until December | | | | |
| Measure 2: Develop the system for the assessment of LSU impact on the country and the region | > Develop the plan for the assessment of LSU impact on the country and the region | Chancellor | Currently available human resources | Since September | Until December | | | | |
| Measure 3: Initiate the signing of contracts by and between LSU and different institutions (social partners) | > Perform environmental analysis in order to identify and attract potential social partners | Chancellor Marketing Office | Currently available human resources | Since September | Until December | | | | |
| Measure 4: Encourage social partners to participate in various LSU events | > Establish the forum or cluster of social partners, organize events attractive for social partners. | Chancellor Marketing Office | Currently available human resources | Since September | | | | | Until December |

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | EQUIRED RESOURCES | IMPLEMENTATION SCHEDULES | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| **4. Effective management** | | | | | | | | | |
| **4.1. Ensure the motivation and competence of the staff** | | | | | | | | | |
| Measure 1: Upgrade the system for staff motivation and evaluation | **>** Establish salary supplements for valuable activities (e.g., consider the possibilities to give incentives for original ideas). **>** Provide conditions for professional development of the staff (e.g., creative holidays, financial support to attend training courses, internships). **>** Provide the measures for social recognition – increase internal motivation (e.g., nominations of the best teacher, the best employee, the best researcher, the most original lecture, the most enterprising teacher etc.). **>** Make the payroll system more flexible (e.g. invite professional from other organizations to teach). | Rector, Chancellor, Office of Personnel and Law | Currently available human resources | Plan until December | | | | | |
| Measure 2: Implement staff competence development system | **>** Identify key competences required for each position (e.g. learning to learn) **>** Develop the mechanism for personal development of the staff (e.g. coaching) | Vice-Rector for Research, Chancellor, Office of Personnel and Law | Currently available human resources | | Until December | | | | |
| Measure 3: Promote collaboration and sense of community | **>** Hold staff meetings. **>** Promote team building activities (e.g. pizza day, exercising day, idea day etc.) | Chancellor, the deans | Currently available human resources | Every year | | | | | |

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | EQUIRED RESOURCES | IMPLEMENTATION SCHEDULES | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |

**4.2. Improve management quality**

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | EQUIRED RESOURCES | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|---|---|---|
| Measure 1: Design a human resource development plan | > Design a human resource development plan. | Chancellor, Office of Personnel and Law, Vice-rector for studies | Currently available human resources | Since December | Until June | | | | |
| Measure 2: Implement quality management assurance system (QMS) | > Conduct LSU records inventory. > Evaluate the compliance of documents with QMS requirements. > Design the system of indicators > Implement procedures in line with QMS requirements. > Get certification. | Quality Management and Accreditation Office | Currently available human resources; LTL 100 thousand* for implementation and certification activities | | Until May | | | | |
| Measure 3: Decentralize the finance area | > Identify cost and profit centres; > Identify persons responsible for profit centres; > Establish the motivation system related to the financial result of profit centres; > Ensure the centralized supervision of profit centres. | Rector, Chancellor, Department of Finance | Currently available human resources | Until December | | | | | |
| Measure 4: Ensure that executives have necessary management competences | > Review the procedure of executives selection respect to management competences. > Upgrade the procedure for the improvement of executives' competences focused on management skills development. | Chancellor, Office of Personnel and Law | Currently available human resources | | Until September | | | | |

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | EQUIRED RESOURCES | IMPLEMENTATION SCHEDULES | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| Measure 5: QMS optimization | > Improvement of QMS Manual (reducing the scope). | Quality Management and Accreditation Office | Currently available human resources | | | Until October | | | |
| | > Upgrading procedure descriptions in QMS Manual. | Quality Management and Accreditation Office | Currently available human resources | | | | Until February | | |
| | > Preparation of QMS summaries for stakeholders (students, teachers, administration staff). | Quality Management and Accreditation Office | Currently available human resources | | | | Until February | | |
| | > Ongoing monitoring and assessment of the progress of Improvement Action Plan. | Quality Management and Accreditation Office | Currently available human resources | | | Until September | | | |

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | EQUIRED RESOURCES | IMPLEMENTATION SCHEDULES | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| **4.3. Develop e-services** | | | | | | | | | |
| Measure 1: Apply IT in management | > Purify the areas of university operation where application e-signing system could be applied.<br>> Implement application e-signing system applicable for respective University areas. | IT and Distance Education Centre | Currently available human resources; LTL 300 thousand* for deployment activities | | | | Until September | | |
| Measure 2: Expand e-services to students | > All study materials accessible online in one place including lecture presentations, syllabus, literature sources, self-study assignments etc.<br>> Implement online hostel management and administration system;<br>> Timetables online (related with teacher workload and rooms).<br>> Transfer continuing studies programme online.<br>> Change for Google Educations e-mail platform.<br>> Mobile LSU application (timetable, news, lecture materials and videotaped lectures).<br>> Information touch screens (provide information to students in public areas). | IT and Distance Education Centre | Currently available human resources; financial resources LTL 150 thousand* | | | Until September | | | |

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | EQUIRED RESOURCES | IMPLEMENTATION SCHEDULES | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| Measure 3: Create videotaped lectures | **>** Prepare lecture videotaping schedule.<br>**>** Review employment contract regarding IP rights (lecture videotaping).<br>**>** Inform the teachers about the planned videotaping of lectures;<br>**>** Establish the procedure for lecture videotaping.<br>**>** Make videotaped lectures available only for LSU staff and students.<br>**>** Prepare quality assurance procedure for videotaped lectures.<br>**>** Consider the possibilities for transmit videotaped lectures abroad. | Deans, Marketing Office, Public relations Office | Currently available human resources; LTL 5 thousand* per year | Since August | | | | Until September | |

**4.4. Improve the mechanism for strategy implementation monitoring and assessment**

| STRATEGIC TREND, OBJECTIVES, INDICATORS | DESCRIPTION | RESPONSIBLE PERSON | EQUIRED RESOURCES | IMPLEMENTATION SCHEDULES | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| Measure 1. Design the monitoring system | **>** Design the strategy implementation monitoring plan.<br>**>** Continuously assess the progress of strategy implementation. | Office of Strategic Management, Quality Management and Accreditation Office | Currently available human resources | Since December | Until June | | | | |
| Measure 2: Design the assessment system | **>** Design strategy implementation assessment system | Office of Strategic Management, Quality Management and Accreditation Office | Currently available human resources | Since December | Until June | | | | |

# 8.
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# 9. Appendixes

1. Management improvement concept

2. Valorisation plan

MOKSLAS · EKONOMIKA · SANGLAUDA
EUROPOS SĄJUNGA
EUROPOS SOCIALINIS FONDAS
Kuriame Lietuvos ateitį