



# STRATEGY

## 2018–2022 M.

## CONTENT

INTRODUCTION.....	3
OURS STRENGTHS.....	5
LSU GUIDE TO 2022.....	8
1.INTERNATIONALLY RECOGNISED RESEARCH IN SPORTS SCIENCE.....	9
2. MODERN AND HIGH QUALITY STUDIES.....	11
3. INTERNATIONALLY ORIENTED UNIVERSITY.....	12
4. SPORT, LEISURE AND COMMUNITY .....	13
5. LEADERSHIP.....	14
6. CHANGE MANAGEMENT.....	15



Lithuanian Sports University is the only university in Lithuania to carry out scientific research and studies in all major fields of sport and health promotion, as well as to train high-level professionals in the areas of sport, physical education, sports and leisure management and physiotherapy. This extensive profile of a specialized university enables the Lithuanian Sports University to meet the needs of the country and rationally organize research activities and studies. Sports traditions in Lithuania are closely linked to the Lithuanian Sports University. The graduates of the University have trained an absolute majority of the Olympic, World and European Champions, the achievements of which are rejoiced by the whole Lithuania. According to the ratio of athletes' achievements and population, our country is among the leaders in Europe.

The University, an important centre for sports science, which nurtures the values and traditions of physical education and sports, has served the people of Lithuania for more than eight decades and has made a tremendous progress over the last decade. In 2014, the experts of the Centre for Quality Assessment in Higher Education accredited the University for a maximum period of six years based on institutional performance. After a comparative evaluation carried out in 2015, foreign experts assessed the research activities in the area of Biomedicine and recognized them to be of an international level, and the research activities in the area of Sports Education were admitted being of a strong national level and among the best in Lithuania.

During the next five years, Lithuanian Sports University will seek to consolidate Sports and Health Promotion Sciences and studies by attracting the best Lithuanian and foreign researchers and professionals. Inhabitants of Lithuania are characterized by poor health, low physical activity and high mortality rates from chronic non-communicable diseases, which is twice as high as in the Scandinavian countries. Therefore, one of the main tasks of the University is to promote activities in the field of public health. Lithuanian Sports University will carry out research and develop sports and health professionals of the new generation who are able to apply modern technology that enables evidence-based practice in the field of sport and health promotion.

**MISSION:** promote sustainable **development** of physical, mental, emotional and social well-being of people (from childhood till old age), help train elite athletes, participants of the Olympic and Paralympic Games, and **provide** prompt **recommendations** to politicians and all interested institutions on the development of Lithuanian social and economic well-being through sport, physical activity, recreation and rehabilitation through **creative** involvement of the world **research, studies and modern technology** in sport and exercise, physical activity and nutrition, recreation and rehabilitation and the development of research of the highest **international level** in those areas in Lithuania.

**VISION:** **become a University** that ensures a wholesome and happy life through sport and physical activity, the cultural, scientific and educational **values** of which as well as the **benefits** of sport, physical activity, recreation and health promotion **could be felt by every person** in Lithuania, and especially by a student of Lithuanian Sports University.

**VALUES:**

- 1 respect for exclusive knowledge, guaranteeing the unity of studies and research and the continuous development of the progress;
- 2 comprehensive promotion of new ideas, initiatives, innovations, professionalism and leadership;
- 3 availability and quality of academic services for Lithuanian and foreign pupils and students, the community of working and retired people, as well as business and public sector institutions and non-governmental organizations;
- 4 promotion of active dialogue with national and foreign partners (clients);
- 5 mutual respect, tolerance, competence and trust-based teamwork;
- 6 promotion, education and demonstration of respect for a healthy lifestyle and Olympic ideas;
- 7 promotion of citizenship and patriotism beyond any political ideology.

The University recognizes the provisions of the Great Charter of Universities, Common European Area for Studies and other advanced international scientific and academic communities.



LITHUANIAN SPORTS UNIVERSITY

# OUR STRENGTHS

**The cost-effectiveness of the research** (costs per WoS article, the number of articles per position) carried out at LSU is **the best in Lithuania**.

Through a comparative study of research units, **international experts have recognized the faculties of LSU to be among the best in Lithuania**. The assessment unit of Biomedical Sciences has been evaluated as the one of an international level (among six best in Lithuania), while Social Sciences have been evaluated to be of an advanced national level with the elements of internationalization (the best evaluation in Lithuania).

In 2014, **international panel of experts awarded the University a maximum of six years' accreditation**. In institutional review, research activities at LSU were given positive evaluation and the following strengths were identified: increased levels of activity in research and publications and an increased number of projects, successful implementation of the strategy on Social Sciences and Humanities, collaboration with the University of Tartu leading to joint doctoral programmes, increased mobility of researchers and students, increased collaborative work and publishing with international researchers, high qualifications of lecturers and researchers and good knowledge of English.

Research at LSU is carried out in the areas of Biomedical Sciences and Social Sciences. The University **contributes to the following essential progress determinants in Lithuania**:

- Strengthening health of people of different ages in Lithuania and economic development of the country.
- Improving the quality of life of the elderly and disabled people and rehabilitation.
- Continuous improvement of the system of training Lithuanian athletes of all ages.
- Improvement of the quality of physical education of Lithuanian pupils and students.

Creation and improvement of recreational sports and tourism services.

LSU researchers go on **internships to foreign universities** (University of Tartu, University of Gdansk, Manchester Metropolitan University, Institute of Medicine (Hamburg), Karolinska Institute (Stockholm)) to use their scientific equipment and methodologies (e.g., LSU is currently involved in project No. SEN-08/2016 (2016-2018) "Impact of Changes in Ryanodine Receptor on Musculoskeletal Function and Biological Characteristics in Young and Elderly Men" funded by the Research Council of Lithuania).

**Young scientists and doctoral students are given the opportunity to conduct research of an international level**, participate in international projects and internships abroad. At present, 48 PhD students study at LSU. From 1993 to 2017, LSU conferred doctoral degrees to 130 students.

LSU **produces more than 90% of Lithuanian research output in Sports Science**, the quantity and quality of which has grown significantly over the past 10 years. From 2012 to 2015, the number of LSU scientific publications in the WoS database increased by 3.2 times, with only 10.9% of total increase in Lithuania.

## STUDIES

LSU study programmes are closely related to the strategic research areas.

LSU study programmes in the English language (*Physiotherapy, European Bachelor in Physical Activity and Lifestyle, International Master in Performance Analysis of Sport, Sports Coaching, Tourism and Sports Management, Physical Activity and Public Health, Biomedical Sciences: Biology, Social Science: Education*) are becoming more popular. Since 2013, the number of students increased by 4 times.

LSU surveys show that about 60 % of bachelor's degree graduates and 70 % of master's degree graduates are employed, and **50 % of them exercise their profession.**

The number of pupils with special needs remains almost unchanged. Therefore, LSU contributes to the implementation of the **Convention on the Rights of Persons with Disabilities** and the **National Programme for Social Integration of the Disabled for 2013-2019** and the **"Europe 2020"** initiative through implementation of the study programme of Adapted Physical Activity. LSU also addresses the issues of the development of an inclusive environment and physical activity and sport of people with disabilities by training specialists in this field.

The first cycle study programme **"Coaching Science" is among ten the most popular study programmes in Lithuania** (in 2017, it was awarded a maximum of six years accreditation); in 2017, the second cycle study programme was also accredited for a maximum period of six years after scoring 24 points out of 24 possible.

The study **environment is conducive to elite athletes** pursuing a dual career.

Every first-year student studying in the first cycle study programme has an **academic tutor** assigned to provide **support** and advise the student on academic and personal matters.

**Students are included in the activities of research teams as early as** in the first cycle of studies.

## LEADERSHIP

LSU was the first among higher education institutions in Lithuania and the neighbouring Baltic countries **to be awarded "HR Excellence in Research" by the European Commission**

(<https://euraxess.ec.europa.eu/jobs/hrs4r#hrs4r-acknowledged-institutions>).

The main potential of researchers is concentrated in Biomedical Sciences and Social Sciences, which indicates the interdisciplinary nature of sports research. LSU research units **employ more than 90 scientists**. Teaching staff members and researchers aged 35-54 engender the most potential.

LSU **successfully implements the activities of the Third Age University** (483 students in 2015-2017), provides in-service education courses (2,150 students finished the courses in 2017), organizes seminars, as well as in-service education and training events (in 2017, 49 events took place).

LSU **employees and students actively participate in volunteering activities** by organizing national and international sports, cultural and social events (European and world adult and youth sports championships, national sports championships, etc.), and develops the activities of the Sports Volunteers Union (e. g., more than 100 LSU employees and students took part in various European men's basketball championships in 2011). **A network of foreign academic and social partners** opens opportunities for academic mobility, involving more than 80 higher education institutions in Europe and beyond, and provides **membership in 15 international organizations**. A high level of internationality has been achieved as LSU carries out joint or consortium-based study programmes in all study cycles and **is in the position of leadership in international project activities.**

## SPORT

In August 2016, over 11,300 athletes from 207 National Olympic Committees took part in the **XXXI Olympiad in Rio de Janeiro** (Brazil). The following **LSU students** participated in the Olympic Games: Eimantas Stanionis (boxing) won the 9th place in the 69 kg weight class; Santa Pakenytė (judo) won the 9–16th place in the 78 kg weight class; Andrius Gudžius (track-and-field athletics) won the 12th place in the discus throw; Dovydas Nemeravičius (rowing) won the 9th place in M4× event; Juozas Bernotas (sailing) won the 26th place in RS: X event; Ričardas Nekrošius (canoe sprint) won the 5th place.

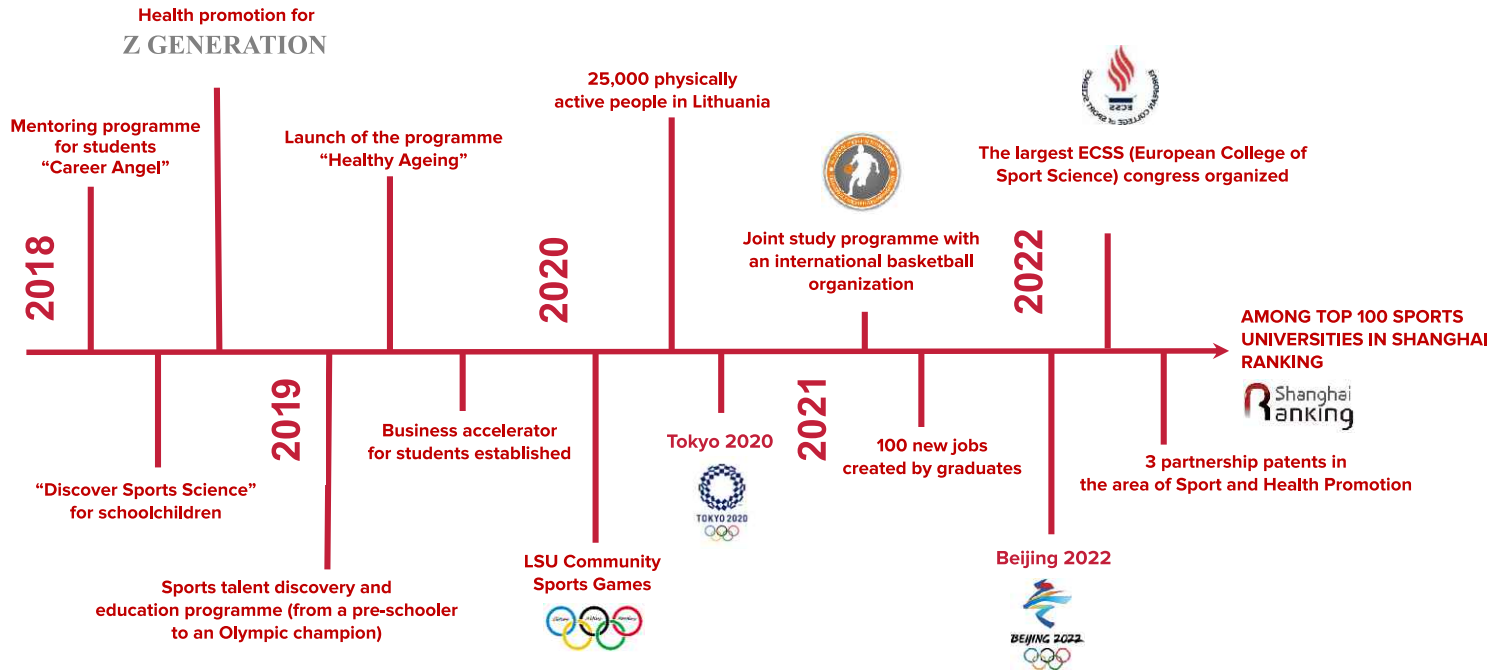
In October 2016, **LSU basketball players became World Champions of 3x3 FISU World University League**. In Lithuanian championships of 2017, **LSU athletes won 63 gold**, 37 silver and 47 bronze medals; they **became champions for 59 times**, won silver medals 50 times and bronze medals 12 times in Lithuanian Student Leagues and Championships and won 22 gold, 13 silver and 18 bronze medals in the Lithuanian Cup competitions.

LSU students won **40 medals** (17 gold medals) and ranked first among Lithuanian higher education institutions in the **XXXIII SELL Student Games** that took place in Riga (Latvia).

LSU athletes are **trained by experienced coaches with high coaching qualifications**: Vidas Bružas (boxing), Lolita Dudėnienė and Petras Vinciūnas (judo), Rasa Kreivyte and Edas Nickus (basketball), Birutė Statkevičienė and Ilona Ilona Judita Zuožienė (swimming), Austra Skujytė and Teresė Nekrošaitė (track-and-field athletics), Aleksandras Alekrinskis (kayaking and canoeing), Albinas Grabnickas (sailing), Antanas Skarbalius (handball), and others.

Academic and administrative staff of the University participate in the activities of more than 30 Lithuanian sports and health organizations. Representatives of the University take leading positions and are members of the management bodies in 15 Lithuanian sports organizations. More than 20 LSU researchers work as permanent **managers, coaches, assistants, massagers, advisers** to the **Lithuanian national youth and adult teams** of the main national sports (basketball, athletics, handball, baseball, etc.); 13 LSU scientists are involved in Olympic training programmes on a regular basis.





# 1. INTERNATIONALLY RECOGNISED RESEARCH IN SPORTS SCIENCE

Over the past 10 years, Health Promotion and Sports Science has made a significant breakthrough in research on the importance of physical exercise, healthy lifestyle and nutrition for human health. A lot of work has been done to investigate the effects of physical exercises on metabolism and brain function. The best universities in the world established healthy lifestyle and healthy ageing research centres. Individualization of physical exercise programmes is one of the main challenges that is supported by various European Union research programmes. Another major breakthrough is the development of telecommunications and smart technology, which allows the recording of physiological functions and the peculiarities of movement in daily activities and transmitting the results through conventional means of communication. New systems for analysis of athlete competitive activities have been created.

The aforementioned breakthroughs enable the University scientists to make progress in international research. In collaboration with the scientists from Sweden, Norway, Estonia and other countries, they will investigate the effects of exercise, nutrition and the environment on brain activity, skeletal muscle damage and connective tissue breakdown, working capacity and health. Together with the scientists from the UK, Norway and Japan, they will investigate the effects of genetic and molecular factors on the skeletal muscle and the changes in cardiovascular and respiratory systems due to age. Collaborating with the scientists from the United States and Australia, they will investigate athletes' competitive activities, athletic training, and risks of injury. The University researchers, together with colleagues from the USA, Norway, Germany, Croatia, Italy and other countries will investigate schoolchildren physical education and related lifestyle, psychosocial factors, as well as health indicators; they will monitor schoolchildren's physical fitness. Together with the representatives of WHO Research Centre from Germany and Denmark the scientists will introduce new means and strategies for promoting physical activity in Lithuania. Together with the scientists from Germany, Spain, Italy, Serbia, Hungary, Croatia, Bosnia and Herzegovina, Poland, Portugal and Latvia, they will investigate the issues of good governance, dual career, entrepreneurship or gender equality in sport, the economic impact of sports events and athletes' achievements, develop national recreation and leisure research programmes.

**THE AIM** is to harmoniously develop scientific knowledge in various areas, carry out high-level international research and experimental development in the areas of sport, physical education, health, rehabilitation, recreation and tourism, adapted physical activity and other sports-related areas, train scientists of international level, prepare scientific publications, and cooperate with local and foreign partners in the area of science.

INDICATOR	2018	2019	2020	2021	2022
WoS publications per scientist	0.78	0.85	0.9	0.95	1
Publications in the WoS database	85	90	97	103	110
Citation of WoS publications	570	660	780	890	1000
Average citation rate for WoS publications at the institution	4	4.5	5	6	7
Percentage of WoS publications of all WoS publications whose					
- IF > 2 (BMS)	55	60	65	70	75
- IF > 1 (SMS)	45	56	61	69	75
Research projects :					
- international	0	2	2	4	5
- national	7	8	9	10	12
Research and experimental development agreements	7	8	9	10	12
Scientific publications with business partners ( %)	1	2	3	4	5
Patents with business partners	–	–	1	2	3
Scientists with					
- H-25 (BMS)	0	1	2	2	3
- H-15 (SMS)	0	1	2	2	3
Awarded scientists	0	1	2	3	3
Place among sports institutions in Shanghai Ranking	240	210	170	130	100
Full-time doctoral students from abroad (%)	10	12	14	16	18

## 2. MODERN AND HIGH QUALITY STUDIES

During the last decade, new technology has been rapidly developing to allow automation of the processes of academic quality and student achievement assessment. Higher education accessibility and the number of students in European universities has increased. In 2009, the number of students started to decrease as the student basket funding model was introduced in Lithuania. In the last five years, the number of students has been affected by low birth rates and emigration.

In the next five years, competition among Lithuanian universities will increase due to the decline in potential students. Reputation and specificity of universities will be important factors determining the success of university activities. The number of people going in for sports in Lithuania is expected to increase by about 1% per year. Consequently, this will increase the need for sports professionals. The policy of the Ministry of Education and Science of the Republic of Lithuania will play an important role. It is currently focusing on the increase of the requirements for students, which in turn reduces the accessibility of higher education.

The development of the curriculum, proper organization of the teaching process, the development of quality distance education programmes and modules at the University will remain a priority in the area of study activities.

**THE AIM** is to conduct studies accessible to the people of all social groups and provide higher education and qualification degree corresponding to modern international cognitive and technological knowledge based on research (in sport, physical education, health, rehabilitation, recreation and tourism, adapted physical activity and other sports-related areas) at the same time implementing the goals of lifelong learning; to develop a fully educated, civic-minded, socially responsible, creative and entrepreneurial personality.

INDICATOR	2018	2019	2020	2021	2022
Gifted students	8	12	15	20	30
Study programmes among TOP 10 in Lithuania	1	2	2	3	3
Intrinsic student motivation ( 100-point system)	30	40	50	60	75
Student satisfaction with studies (%)	70	75	80	85	90
Student dropout (%)	17	16	15	13	10
Intrinsic motivation of teaching staff members (100-point system)	30	40	50	60	75
International study projects	5	5	5	5	5
Teaching staff members able to teach foreign students (%)	45	55	65	75	85
Innovation-based student initiatives (start -ups)	0	1	1	1	1
New jobs created by the graduates	15	20	30	40	50



### 3. INTERNATIONALLY ORIENTED UNIVERSITY

International development and integration into the European Higher Education Area and the European Research Area make a significant contribution to the quality of research and studies of international level, innovation, the enhancement of the competitiveness of trainees in the European labour market, the development of the academic community's competences and creativity.

Through international academic mobility and research projects, the University seeks to develop sustainable and long-term cooperation with different strategic foreign academic and social partners who apply the highest standards of study and science quality and whose achievements in Sport and Health Sciences have been internationally recognized.

A wide network of the University foreign partners provides opportunities both for students and academic staff to deepen their general and professional knowledge, skills and abilities, present the latest research results, gain international and intercultural communication experiences, and increase the international visibility of the University.

**THE AIM** is to disseminate knowledge of Sports Science and cultural values, participate in international research, take over the experiences of the European sports universities and discover its unique place in the European Higher Education Area.

INDICATOR	2018	2019	2020	2021	2022
International joint or consortium -based study programmes	4	5	6	7	8
Visiting researchers from EU countries	2	5	7	10	15
Ratio of foreign students (%)	3	4	6	8	10
Plenary reports at international conferences abroad	3	6	12	18	20
Teaching staff members and researchers in the governing bodies of international organizations or representing the country	4	5	6	7	8
International intensive or short -term studies and in-service education courses	2	2	3	3	4



## 4. SPORT, LEISURE AND COMMUNITY

The University perceives its responsibility in shaping the culture of health promotion, thus it ensures active leisure opportunities for students and employees through the existing infrastructure and knowledge; it promotes not only physical mobility but also volunteering and creation of a communal culture. LSU, as the university distinguished by its activities in the areas of sport, health promotion, physical activity and education through sport, contributes to the development of the knowledge society as well as a coherent and full-fledged personality through sport, health promotion and disease prevention activities, creation of conditions for participation in sport for all social groups, health promotion, sport, development of game infrastructure, non-formal education, lifelong learning and training of the most talented athletes to represent their country at major international events.

The University, performing one of the tasks of the National Sports Development Strategy for 2011-2020 (Resolution No. XI-1296 of the Seimas of the Republic of Lithuania of 24 March 2011) to create and implement a programme for training Lithuanian elite athletes and to develop human resources in the area of sport (to ensure the increasing role of sport in society) continuously improves the system for training Lithuanian athletes of all ages and trains sports specialists in 32 sports (the only higher education institution in Lithuania). As many as about 80 percent of all Lithuanian basketball coaches training young and elite players are LSU graduates. LSU students take part in the World Student Universiades, European University Sports Games, World and European Championships. The university athletes have been the winners of SELL (Finland, Estonia, Latvia, Lithuania) Student Games for many years. They are given more favourable conditions for studying. The community actively participates in volunteering activities in organizing national and international sports, cultural and social events (European and world adult and youth sports championships, national sports championships, etc.) and develops the activities of the Sports Volunteers Union.

**THE AIM** is to involve community members in sports leisure activities and to promote active participation in world-class sports events, thus increasing recognition of the University and Lithuania.

INDICATOR	2018	2019	2020	2021	2022
International sport s events (SELL Games, Universiades, World Championships, European Championships, etc.), number of medals	40	43	46	49	50
Students participating in volunteering activities	50	130	150	170	200
Students - World, European, Lithuanian Champions (%)	2	4	6	8	10
Physically active LSU community * (%)	40	50	60	70	70
Leisure faci lities	2	3	4	5	5

\* In accordance with WHO recommendations – 150 min. of physical activity per day.

## 5. LEADERSHIP

The university is distinguished from other European sports universities and faculties by close cooperation with governmental and non-governmental sports organizations. It employs representatives of various sports federations. The Department of Physical Education and Sports regularly supports University infrastructure improvement plans and sports development projects. The University researchers participate in the development of the programme of the National Olympic Committee of Lithuania for the preparation for 2020 Olympic Games. Representatives of the University participate in the consideration of amendments to the Sports Law and submit proposals for the implementation of sports strategy and policy measures in Lithuania. in-service education courses for sports coaches, teachers and other health promotion professionals are organized at the University on a regular basis.

In the next five years, the University, in cooperation with the Department of Physical Education and Sports, will seek to develop high-quality training programmes for sports specialists based on modern teaching methods. A strategy for promoting physical activity of the Lithuanian population will be developed in cooperation with the Ministry of Health, the Department of Physical Education and Sports and WHO partners from the University of Nuremberg based on the recommendations of the Council of Europe. The aim is to develop a programme of joint activities with the Municipality of Kaunas city to make sure that the University infrastructure improvement plans are in line with the city plans. In cooperation with social and economic partners, the University will promote the development of sport, physical education, recreation and tourism, health and quality rehabilitation through scientific, educational, sports and cultural activities and develop a society receptive to cognition, science, physical education, sports and culture capable of efficient use of scientific achievements and competition in a technology and services market of a high level.

**THE AIM** is to be a leader of a healthy and physically active society by presenting and implementing the latest achievements in Sports Science and Health Promotion in Lithuania and abroad.

INDICATOR	2018	2019	2020	2021	2022
Healthy lifestyle recommendations for people of all ages	2	4	4	4	5
Recommendations for the preparation of elite athletes (from the selection cycle to the champion)	3	5	5	7	10
Recommendations for physical education teachers working with children of all ages	3	5	7	7	7
Recommendations for physiotherapists working with people of all ages	1	3	3	3	3
Good management recommendations for different sports organizations	1	3	5	10	15
Non-formal education programmes for adults	3	5	10	10	15
Events for the education of the Lithuanian community	100	125	150	175	200

## 6. CHANGE MANAGEMENT

The aim of the effective management of the University is to create a background for high quality research and studies, the link between LSU activities and the society, the needs of the state and business, international competitiveness of research and education, and the welfare of the university employees by reducing control "from the top" and increasing people's internal motivation by allowing themselves to make decisions and take responsibility.

By implementing this strategy, the University seeks to become an international attraction centre for researchers in the field of sport and health promotion. Therefore, a critical mass of international sports scientists will be assembled, and work at the University will be prestigious for researchers, teaching staff members and other employees.

Effective University management will become the basis of LSU innovation system, which will ensure the generation of new knowledge and ideas, their adoption and application in sport, health promotion and other sectors of the society in the field of sport.

The effective management of the University must be based on values such as respect for a scientist who seeks for an exceptional international level knowledge that guarantees the unity of Sports Science and studies and the continuous development of a sustainable society; it must be based on promotion of original ideas, innovations, exceptional professionalism and leadership, promotion of prosperity and mutual respect, tolerance, competence, trust and morality-based individual work or teamwork.

LSU management must be dynamic by constantly monitoring, analysing and effectively taking over the best of world experience, taking into account the socio-economic, political, legal and technological challenges of Lithuania and the world, and based on clear priorities and effective leadership at all levels. The loyalty and directionality of LSU community members are among the most important forces determining implementation of the mission of the University.

**THE AIM** is to ensure the implementation of LSU vision through efficiently managed resources.

INDICATOR	2018	2019	2020	2021	2022
Growth of income (balanced budget) (%)	+5	+5	+5	+5	+5
Main sponsors and social partners	5	7	10	12	12
Employee engagement (%)	25	35	45	55	60
Quality Management Awards	–	–	1	–	–
Leader forums	1	1	1	1	1



# **LEADER OF SPORT SCIENCE IN LITHUANIA**

APPROVED on 13-02-2018 by Council of LSU, Minutes No. 2.