



# MYKOLAS ROMERIS UNIVERSITY

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## STRATEGIC ACTION PLAN 2021-2023





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## University vision

An open, progressive, vibrant and cohesive academic community, a leader in social sciences in the European Higher Education area

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## University mission

To strengthen the democratic State of Lithuania; to promote socially balanced progress of society based on innovative science; to develop independent, creative, responsible, committed to critical thinking and lifelong learning individuals; to open ways for each community member to personal and professional success.

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## Our identity

Dynamic and international university of an individual, society and state.

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## Strategic directions:

- Advanced science for building social innovation
  - Studies responsive to the needs of multinational global market
  - Advancement of an integral lifelong learning system
  - Sustainable internationalization
  - Enhancement of the well-being of employees
  - Development of a balanced environment and modern infrastructure
  - Increase of the visibility and reputation of the university
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**Abbreviations**

SK - Strategic direction  
STR - Strategic indicator  
ST - Monitored indicator

ARC – Academic Affairs Centre  
FT – Financial Office  
ITC – IT Centre

KRC – Communication and Marketing Centre  
MIC – Research and Innovation Centre  
PT – Personnel Office

SSC – Health and Sports Centre  
TT – International Office  
ŮT – Service Office

Indicator No.	Indicator type	Connection to strategic direction	Strategic indicators of studies	Current situation	2021	2022	2023	Department In charge	Measures/Projects	Property and financial resources
1	STR	SK2	Change in the number of students and listeners (%)	6291	5%	5%	5%	ARC, KRC academic departments	<ul style="list-style-type: none"> <li>Review and improvement of the quality management system for studies</li> <li>Development and implementation of preventive measures and methodologies</li> <li>Improvement of the teachers' pedagogical competencies building system</li> <li>Feedback system review and enhancement with provision of feedback from trainers</li> </ul>	<ul style="list-style-type: none"> <li>National budget appropriations</li> <li>MRU funds</li> <li>Targeted funding/projects</li> </ul>
	ST	SK2	Change in the ratio of students who suspended studies	31%	27%	23%	20%	ARC academic departments		
	ST	SK2	Change in the ratio of dropout students after the 1st year of study	21%	18%	16%	15%			
2	STR	SK3	Change in the number of lifelong learners (certificates issued) (%)	1600	40%	30%	20%	KRC, MIC academic departments	<ul style="list-style-type: none"> <li>Improvement of LAB training platform</li> <li>Expansion of outsourcing to external users</li> <li>Strengthening science-business-government partnerships</li> </ul>	<ul style="list-style-type: none"> <li>MRU funds</li> <li>Targeted funding/projects</li> </ul>
3	STR	SK2	Change in the ratio of study programmes with mixed learning	15%	20%	25%	30%	ARC academic departments	<ul style="list-style-type: none"> <li>Preparation of mixed learning type study methodology, and training of teachers</li> </ul>	<ul style="list-style-type: none"> <li>National budget appropriations</li> <li>MRU funds</li> <li>Targeted funding/projects</li> </ul>
4	STR	SK2	Enhancing career system	5%	10%	15%	20%	ARC academic departments	<ul style="list-style-type: none"> <li>Integration of experiential education into study process</li> <li>Career monitoring and support system improvement</li> <li>Alumni network creation</li> <li>Mentors network creation</li> </ul>	<ul style="list-style-type: none"> <li>National budget appropriations</li> <li>MRU funds</li> <li>Targeted funding/projects</li> </ul>
	ST	SK2	Share of ongoing study programmes with experiential education (%)							
	ST	SK2	Change in the number of mentored students (%)	145	20%	25%	30%			
5	STR	SK2	Number of international degree programmes (double degree; joint degree)	11	12	14	16	TT academic departments	<ul style="list-style-type: none"> <li>Experience exchange and support system growth</li> </ul>	<ul style="list-style-type: none"> <li>National budget appropriations</li> <li>MRU funds</li> <li>Targeted funding/projects</li> </ul>
6	STR	SK2	Number of degree programmes with a certificate- supplement	0	4	8	12	ARC academic departments	<ul style="list-style-type: none"> <li>Integration of certified competencies into study programmes</li> </ul>	<ul style="list-style-type: none"> <li>National budget appropriations</li> <li>MRU funds</li> <li>Targeted funding/projects</li> </ul>
7	Str	SK1	Ratio of peer-reviewed articles included into CA WoS and/or Scopus databases	48% (2020)	51%	53%	55%	MIC, KRC, academic departments	<ul style="list-style-type: none"> <li>Development of the Research Promotion Fund</li> <li>Improvement of research support system</li> <li>Review of scientific load norms</li> <li>Development of research regulations</li> <li>Improvement of the system for promoting research</li> </ul>	<ul style="list-style-type: none"> <li>National budget appropriations</li> <li>MRU funds</li> <li>Targeted funding/projects</li> </ul>
8	Str	SK1	Ratio of articles published in Q1 and Q2 quartiles of CA WoS and/or Scopus databases journals to all articles published in CA WoS and/or Scopus databases	72% (2020)	75%	78%	80%			
9	Str	SK1	Ratio of articles published in a specific scientific field journals included in the CA WoS and/or Scopus from all articles published in CA WoS and/or Scopus publications	45% (2020)	47%	49%	50%			
10	Str	SK1	Ratio of monographs, parts of monographs, published by internationally recognized scientific publishers	44% (2020)	46%	48%	50%			
11	Str	SK1	Increase in citation percentage of articles included CA WoS and/or Scopus databases	1308 pcs. (2019)	20%	20%	15%			
12	Str	SK1	Number of MRU research journals included in the CA WoS and/or Scopus databases	2 pcs.	3	3	4	MIC, TT, academic departments	<ul style="list-style-type: none"> <li>Review of the university publishing policies and procedures</li> <li>Development of the Research Promotion Fund</li> <li>Improvement of research support system</li> <li>Review of scientific load norms</li> <li>Development of research regulations</li> <li>Improvement of the system for promoting research</li> </ul>	<ul style="list-style-type: none"> <li>MRU funds</li> <li>Targeted funding/projects.</li> <li>National budget appropriations</li> <li>MRU funds</li> <li>Targeted funding/projects</li> </ul>
	St	SK1	Growth in percentage of the weighted sum of social science papers in the annual (formal) evaluation	2757 pts (2020)	30%	30%	20%			
	St	SK1	Change in the ratio of memberships in international editorial boards of research journals indexed in CA WoS and Scopus databases compared to all memberships in editorial boards (%)	51 pcs. (2019)	10%	7%	7%			
	St	SK7	Change in the number of popular science activities (%)	126 pcs. (2018)	15%	15%	15%			
13	Str	SK1	Growth in percentage of doctoral students	188 pers. (2019)	5%	5%	5%	MIC academic departments	<ul style="list-style-type: none"> <li>Augmenting international funding to improve the doctoral studies process and to increase accessibility.</li> <li>Enhancing the availability of the Science Promotion Fund for doctoral students, development of a one-off incentive fund</li> </ul>	<ul style="list-style-type: none"> <li>National budget appropriations</li> <li>MRU funds</li> <li>Targeted funding/projects</li> </ul>
14	Str	SK1	Change in ratio of international students among doctoral students	9% (2019)	10%	11%	12%			
St	SK1	Growth in number of postdoctoral trainees	6 pers. (2020)	8	10	12				
15	Str	SK1	Change in ratio of doctoral students seeking European Doctoral Certificate	0% (2020)	5%	7%	10%			
16	Str	SK1	Growth of ratio of projects with a high international implementation level	28 pcs.	10%	10%	10%	MIC, TT, academic departments	<ul style="list-style-type: none"> <li>Development of networks of international scientific partnerships</li> <li>Development of support systems for project work and service range improvement</li> </ul>	<ul style="list-style-type: none"> <li>National budget appropriations</li> <li>Targeted funding/projects</li> </ul>
17	Str	SK1	Growth of ratio of superior level national projects	43 pcs.	10%	10%	10%			
	St	SK1	Growth of ratio of national and international project applications submitted	121 pcs.	5%	5%	5%			
18	Str	SK1	Success index of national and international project applications submitted	31%	30%	30%	30%			
	St	SK1	Growth of MRU revenue from expert and training services	EUR 310 000	20%	20%	15%			
19	Str	SK1	Number of excellence centres	0	0	0	1	MIC academic departments	<ul style="list-style-type: none"> <li>Improvement of the system for promoting scientific activities.</li> </ul>	<ul style="list-style-type: none"> <li>National budget appropriations</li> <li>MRU funds</li> <li>Targeted funding/projects</li> </ul>

**Abbreviations**

ARC – Centre for Academic Affairs  
FT - Financial Service  
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TT – Internationalization Service  
MIC – Research and Innovation Centre

PT – Personnel Office  
ST – Monitored indicator  
UT – Technical service

Indicator No.	Indicator type	Connection to strategic direction	Strategic indicators of internationalization	Current situation	2021	2022	2023	Department in charge	Measures/projects	Property and financial resources
20	Str	SK4	International students` ratio in total students` number (%) degree students	8,6% 505 (2020-10-01)	9%	9,5%	10%	KRC, TT, academic departments	• Internationalization promotion plan	• National budget appropriations • MRU funds • Targeted funding/projects
	St	SK4	Ratio of foreign citizens (%)	8,6%	9%	9,5%	10%			• National budget appropriations • MRU funds • Targeted funding/projects
	St	SK4	Aliens under special protection programme (refugees, etc.) number (units)	7	8	10	12			• National budget appropriations • MRU funds • Targeted funding/projects
	St	SK4	Expatriate Lithuanians and Lithuanian residents abroad	2	4	8	10			• National budget appropriations • MRU funds • Targeted funding/projects
	St	SK4	EU citizens` or permanent residents` ratio in total international students` number (%)	18,8%	9%	19,5%	20%			• National budget appropriations • MRU funds • Targeted funding/projects
21	Str	SK4	Number of incoming students for part-time studies (exchange programmes). Ratio in total number of students /or change in number (%)	244	10%	5%	5%	TT academic departments	• Internationalization promotion plan	• National budget appropriations
22	Str	SK4	Number of out-going students for part-time studies (study load at or above 15 study credits) from total students (%)	2,24%	2,7%	3,2%	4%	TT academic departments	• Internationalization promotion plan • Improvement of student mobility organization procedures • Student Mobility Promotion Fund • Building mobility windows in study programmes • Mandatory international practices (where appropriate) • Development of a database of international practice venues/development of a system	• MRU funds
	Str	SK4	First cycle studies	1,72% 41/2372	2,4%	3,2%	4%		• Internationalization promotion plan	• National budget appropriations • MRU funds • Targeted funding/projects
	Str	SK4	Second cycle studies	1,72% 41/2372	2,4%	3,2%	4%		• Internationalization promotion plan	• National budget appropriations • MRU funds • Targeted funding/projects
23	Str	SK4	International teachers or researchers ratio to the total number of academic staff (%)						• Internationalization promotion plan	• National budget appropriations • MRU funds • Targeted funding/projects
	Str	SK4	Ratio of international teachers or researchers visiting for a 3-month and longer period (under employment, services or other contracts) to the total number of academic staff (%)	6,4% 26/406 (2020-12-01)	6,7%	7,6%	8,0%	TT, academic departments	• Internationalization promotion plan	• National budget appropriations • MRU funds • Targeted funding/projects
	Str	SK4	Ratio of international trainers or researchers visiting for a shorter than 3-month period under exchange programmes or traineeships to the total number of academic staff (%)	8,8 % 39 (2020)	10%	15%	20%	TT, MIC, academic departments	• Internationalization promotion plan	• National budget appropriations • MRU funds • Targeted funding/projects
24	Str	SK4	Ratio of teachers or researchers visiting higher education or research institutions abroad to the total number of academic staff	9,3% 38/406 (2020-12-01)	10%	15%	20%	TT, academic departments	• Internationalization promotion plan • Improvement of teaching visit and traineeship arrangements	• National budget appropriations • MRU funds • Targeted funding/projects
25	Str	SK4	Number of active international partnerships International institutional partnerships in which the University or individual academic units are actively involved (networks, associations, etc.)	15	16%	16%	16%	TT, academic departments		• National budget appropriations • MRU funds • Targeted funding/projects
26	Str	SK4	International academic partnerships:					TT, MIC, academic departments		• National budget appropriations • MRU funds • Targeted funding/projects
	St	SK4	Number of active scientific partnerships	50 institutions with 3 or more joint Scopus publications with MRU (2016-2020)	55	60	65	Library, MIC, academic departments	• Internationalization promotion plan • Development of the Research Promotion Fund (support for joint publications in co-authorship with foreign partners). • Improvement of the research support system. • Development of research regulations • Improvement of the system for promoting scientific activities	• National budget appropriations • MRU funds • Targeted funding/projects
	St	SK4	Study partnerships (joint and double degree programmes, Cotutelle, summer schools, etc.) number	14	22	26	30	TT, MIC, academic departments	• Exchange of experience and improvement of the support system.	• National budget appropriations • MRU funds • Targeted funding/projects
	St	SK4	Bilateral agreements with universities from third countries (i.e. measured by at least 3 joint activities over a 3-year period)	20	22	26	30	TT, MIC, academic departments	• Internationalization promotion plan	• National budget appropriations • MRU funds • Targeted funding/projects
27	St	SK7, SK4	Number of study fields in QS subject rating	1	2	3	4		• Internationalization promotion plan	• National budget appropriations • MRU funds • Targeted funding/projects
28	Str	SK4	Participation in European University Alliances	0	1	1	1		• Internationalization promotion plan	• National budget appropriations • MRU funds • Targeted funding/projects
29	Str	SK4	Change in the number of foreign citizens study applications (%)	998	25%	35%	35%	KRC, TT academic departments	• An integrated campaign plan, market-relevant tools and actions developed for each hosting season.	• National budget appropriations • MRU funds • Targeted funding/projects
30	Str	SK7	University Reputation Index (LT)	69	73	77	83	KRC, ARC, academic departments	• Monitoring and analysis of communication. • Monitoring of nps (customer recommendation index) and student NPS/satisfaction indicators. • Integrated campaign plan, market-relevant tools and actions. • Annual survey of the reputation index.	• National budget appropriations • MRU funds • Targeted funding/projects

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Indicator No.	Indicator type	Connection to strategic direction	Strategic indicators for the well-being of employees	Current situation	2021	2022	2023	Department in-charge	Measures/projects	Property and financial resources
31	Str	SK5	Change in labor remuneration fund (%)	EUR 8826 000	5%	5%	5%	FT	• Strategic planning, implementation of management measures	• National budget appropriations • MRU funds
32	Str	SK5	Change in the employee training fund (%)	EUR 10 000	10%	10%	10%	FT	• Strategic planning, implementation of management measures	• National budget appropriations • Own fund
33	Str	SK5	Establishment of a motivational system for employees	-	The needs of employees are clarified, directions for the development of motivational measures are established, the plan for the establishment of the motivational system is established	Implementation of the motivational system plan	Implementation of the motivational system plan	PT Chief Executive of Public Health	• Strategic planning, implementation of management measures	• National budget appropriations • MRU funds • Targeted funding/projects
34	Str	SK5	Establishment of an employees' satisfaction with work conditions monitoring system and implementation of measures developed on its basis to improve employee satisfaction with working conditions	-	A questionnaire is created to assess employee satisfaction with working conditions, a study is carried out	On the basis of the study, measures to improve employee satisfaction with working conditions are developed and implemented, and continuous monitoring is carried out	Measures to improve employee satisfaction with working conditions are implemented, continuous monitoring is carried out	PT	• Strategic planning, implementation of management measures	• National budget appropriations • MRU funds • Targeted funding/projects
35	Str	SK5	Ratio of community members involved in health and healthy lifestyle activities (%)	-	10%	14%	17%	SSC	• Increasing the diversity and attractiveness of sports and wellness activities and disseminating information about healthy lifestyles.	• National budget appropriations • MRU funds • Targeted funding/projects
36	Str	SK6	Share of "green" energy generated from total energy consumption at the University (1,125,000 kWh)	0	4%	6%	8%	ŪT	• Submission of applications under the climate change programme and other measures, implementation of measures.	• National budget appropriations • MRU funds • Targeted funding/projects
37	Str	SK6	Ratio of higher energy efficiency compatible renovated property area managed by the University to total managed area (61,846.30 m <sup>2</sup> ) (%)	25,7 % (15,894 m <sup>2</sup> )	31,7 %	45,7 %	47,9 %	ŪT	• Participation in energy efficiency improvement programmes for public buildings, execution of renovation works.	• National budget appropriations • MRU funds • Targeted funding/projects
38	Str	SK6	Ratio of improved (renovated) student home premises to the total area of the student residence (20,838.50 m <sup>2</sup> ) (%)	16 % (3,334 m <sup>2</sup> )	38 %	58 %	93 %	ŪT	• Strategic planning, implementation of measures.	• National budget appropriations • MRU funds
39	Str	SK6	Installation or refurbishment of spaces (premises) for intercultural integration and personal expression (co-unit)	Currently, there are no such spaces (rooms)	2	6	10	ŪT	• Strategic planning, implementation of measures.	• Social partners and MRU funds
40	Str	SK6	Creation of creative spaces equipped with advanced IT tools (co-unit)	Currently, there are no such spaces	3	5	7	Itc	• Strategic planning, implementation of measures.	• National budget appropriations • MRU funds • Targeted funding/projects
41	Str	SK6	Upgrading of IT infrastructure and computer work equipment (year of operation)	Average service life of equipment - 8 years	7,3	6,7	6,1	Itc	• Strategic planning, implementation of measures.	• National budget appropriations • MRU funds • Targeted funding/projects
	St	SK6	Purchase of a new University data cache and data transfer	Currently, the capacity of the university tanks is insufficient	Purchase of cache	Data migration	-	Itc	• Strategic planning, implementation of measures.	• National budget appropriations • MRU funds • Targeted funding/projects
	St	SK6	Introduction of a new personnel management and remuneration system (%)	The system is currently outdated	60%	40%	-	Itc	• Strategic planning, implementation of measures.	• MRU funds
	St	SK6	Development of computer networks	The (Wi-Fi) network infrastructure is currently out of date. University firewall does not meet cybersecurity requirements	Full Wi-Fi network renovation Didlaukio str. 57, partial Wi-Fi network renovation Didlaukio str. 86. Renewal of the university firewall	Renovation of the Wi-Fi network in the central palace, the rest and leisure areas of the University	-	Itc	• Strategic planning, implementation of measures.	• National budget appropriations • MRU funds • Targeted funding/projects
	St	SK6	Development of information systems	It is planned to expand the functions of the information systems currently used at the University	Extension of DVS licenses, implementation of project management module, institutional cache upgrade and CRIS implementation, student acceptance module improvement, Alumni application implementation	-	-	Itc	• Strategic planning, management implementation.	• National budget appropriations • MRU funds • Targeted funding/projects
42	Str	SK6	Infrastructure managed on the principles of smart building	-	Smart building studio, smart building systems implementation plan and tools	Implementation of part of the systems	Implementation of part of the systems	ŪT	• Strategic planning, implementation of management measures.	• National budget appropriations • MRU funds • Targeted funding/projects



