



VYTAUTAS MAGNUS  
UNIVERSITY  
AGRICULTURE  
ACADEMY

# Operational strategy for the period 2021–2027

Akademija, 2021



# Strategic orientations

## Mission

Cultivation of the community spirit, partnership, and long standing traditions in line with the global, scientific, and political trends for development and dissemination of the knowledge in the agricultural biotechnology, ecosystems, engineering, and social sciences to support the sustainable development of bio-economy (agriculture, food, forest and water management domain) and rural areas, and for creation of conditions for the leaders of these sectors to grow, develop, and contribute to provision of quality food and fully-fledged living environment for every human, in harmony with the nature.

## Vision

The Agriculture Academy – a strong university school of agricultural sciences in the Baltic region operating on the level of the world’s top universities and serving own country as well as sustainable global development.

## Values

Personal and academic freedom, democracy, openness, responsibility, creativity, community spirit, partnership, respect to traditions, sustainability, academic excellence.

# Strategic goals for the period 2021–2027

## Studies

### Goal I

To meet the needs of the agriculture, forest and water management domains, their infrastructure, and the related public institutions and communities for the LTQF level 6 and 7 specialists

## Research

### Goal II

To develop the fundamental and applied research and R&D in the priority research areas that are in line with the Green Deal policy and mission of the Agriculture Academy

## Scientific services

### Goal III

To develop the professional development, consultancy, expert, laboratory, and other scientific services for the specialists and managers in line with the needs of the agriculture, forest and water management domains, their infrastructure, and the related public institutions and communities

## Horizontal goal

To create a motivating and sustainably favourable environment as a catalyst for manifestation of the community members’ partnership, professionalism, creativity, and healthy life



# Strengths of Vytautas Magnus University Agriculture Academy

## Studies

- o Leading positions in the group of the agricultural study fields and in the agriculture-related engineering studies
- o Developed partnership with agribusiness
- o Mobilization of the community when facing the external and internal challenges
- o Unique academic campus, attractive geographical location
- o Modern and attractive educational infrastructure

## Research

- o Breakthrough in publication of research findings in the international scientific journals with an impact factor
- o Leadership becoming more evident on the national level and, partially, on the international (regional) level in the area of research in bioeconomy development
- o Developed partnership with agribusiness and social partners
- o Support provided to the graduates for incubation of innovative business in the industries related to the mission of the VMU Agriculture Academy
- o Mobilization of the community when facing the external and internal challenges
- o Modern research infrastructure, services by the Communications and Technology Transfer Centre

## Scientific services

- o Developed partnership with agribusiness and social partners
- o Modern educational and laboratory infrastructure appropriate for provision of scientific and professional development services

## Motivating and sustainably favourable environment

- o Developed partnership with agribusiness and social partners
- o Mobilization of the community when facing the external challenges, reorganization processes, tolerance to insufficient motivation
- o Unique academic campus, attractive geographical location





# Studies

## Strategic goal I

To meet the needs of the agriculture, forest and water management domains, their infrastructure, and the related public institutions and communities for the LTGF level 6 and 7 specialists

**Indicator of the strategic goal up to Y2027 - degree of satisfaction of the predicted demand for specialists min. 60 %**

### Strategic direction for achievement of goal I

The main strategic direction of implementation of goal I and its objectives is as follows:

- o joint and systematic operation together with the business and social partners who have a critical need for the specialists in order to improve the conditions for admission into the study programmes relevant for the agriculture, forest and water management and rural development, thereby compensating the lack of attractiveness of these study programmes and less advanced preparedness of the applicants from the periphery regions for the higher education studies;
- o measures necessary for attraction of foreign students (for better use of the available human and material resources and improvement of the study funding conditions) and continuous improvement of the study quality;
- o continuous improvement of the studies by integrating new study programmes of the interdisciplinary nature, upgrading the popular study programmes, directing them towards the future competences, and applying the latest education technologies.

The key measures (actions) that shall be implemented have been identified in line with the established strategic direction for achievement of the strategic goal.



No.	Objective	Objective indicator	Numeric values Y 2027
1.1.	To increase the number of students from Lithuania in the first- and second-cycle study programmes	Number of students as on 1 October	2250

No.	Group of measures	Indicators of the consequences of implementation of the measures	Numeric values Y 2027
1.1.1.	Common coordinated actions together with the business and social partners for improvement of the admission conditions and funding of studies	Number of the applicants admitted into the first-cycle study programmes	300
1.1.2.	Deepening of the partnership with non-university schools of higher education, vocational schools, and the authorities on joint preparation of the specialists and vocational training	Number of the graduates from non-university schools of higher education admitted into the bridge studies	85
		Number of the persons holding vocational qualifications admitted into the first-cycle study programmes	20
1.1.3.	Educational support to prospective applicants and applicants admitted into the VMU Agriculture Academy	Number of persons who have completed the programme of preparation for the studies	100
1.1.4.	Promotion of the study programmes	Share of the admitted applicants with the VMU Agriculture Academy as the first priority in the applicants' priority list, %	50
1.1.5.	Improvement of the graduates' career monitoring	Share of the graduate employment according to the qualifications acquired (upon 1 year after graduation), %	85

No.	Objective	Objective indicator	Numeric values Y 2027
1.2.	To increase the number of foreign students	Number of students as on 1 October	250

No.	Group of measures	Indicators of the consequences of implementation of the measures	Numeric values Y 2027
1.2.1.	Deepening of the partnership with foreign universities in education	Number of students at the VMU Agriculture Academy participating in the double degree study programmes	50
1.2.2.	Improvement of the conditions for admission of foreign students	Share of foreign citizens in the general student admission, %	Min. 10
1.2.3.	Improvement of the international marketing		
1.2.4.	Improvement of the techniques, methods and technologies of organization of studies for foreigners	Number of programmes delivered to foreigners remotely	5

No.	Objective	Objective indicator	Numeric values Y 2027
1.3.	To improve the quality of specialist preparation (studies) in response to the needs of the general public, employers, and students	Share of the study fields accredited for 7 years, %	Y 2027

No.	Group of measures	Indicators of the consequences of implementation of the measures	Numeric values Y 2027
1.3.1.	Amendment of the existing study programmes and development of new programmes	Mean estimate of graduate satisfaction with the studies	Min. 8.5 points (on the 10-point scale)
1.3.2.	Increase of the effectiveness of the work by the study programme/field committees	Mean estimate of the area of external assessment of study fields “Internal assessment, improvement, and promotion of the studies”	Min. 4 points
1.3.3.	Involvement of the teachers into effective application of the new educational technologies to the process of studies	Number of study programmes delivered remotely	Min. 5 (Lithuanian as a language of instruction)
1.3.4.	Measures for promotion of student international academic mobility, volunteering, entrepreneurship, involvement into preparation and implementation of the rural development projects, and implementation of technological and social innovations	Share of the students who participated in academic exchange, %	Min. 20
		Share of the students involved in various research and social projects, %	Min. 25 %





# Research



## Strategic goal II

To develop the fundamental and applied research and R&D in the priority research areas that are in line with the green deal policy and mission of the Agriculture Academy

**Indicator of the strategic goal up to Y2027 - annual scientific production per FTE unit according to the methodology of the Research Council of Lithuania:**

**- in the areas of agricultural, technology, and natural sciences – 12,0 points**

**- in the area of social sciences – 25,0 points**

### Strategic direction for achievement of goal II

The main strategic direction of implementation of goal II and its objectives is as follows:

o capturing the particularly favourable science areas determined by the EU's Green Deal policy and corresponding to the mission of the VMU Agriculture Academy and the R&D funding conditions. This requires internal changes in the structure of the VMU Agriculture Academy, coordination of the research activity, support to the researchers within the framework of the managerial and technical support with the aim of achieving higher competitiveness on the national and international research market, innovation, and knowledge dissemination activity.

The key measures (actions) that shall be implemented have been identified in line with the established strategic direction for achievement of the strategic goal.

No.	Objective	Objective indicator	Numeric values Y 2027
2.1.	To strengthen the competitiveness on the international and national research market	Annual number of articles per FTE unit published in the international publications with an impact factor:	
		- in the agricultural, technology, and natural sciences	1.78
		- in the social sciences	2.53
		Annual value of the international and national R&D projects, EUR thous.	1525
		Number of conducted international R&D projects coordinated by the VMU Agriculture Academy	1

No.	Group of measures	Indicators of the consequences of implementation of the measures	Numeric values Y 2027
2.1.1.	Development of partnership with business and social partners in the area of science and innovations	Favourable environment for development of R&D	
2.1.2.	Correction and adjustment of the priority research areas	Effective thematic framework of the research	
2.1.3.	Structural measures for interdisciplinary coordination of research	Annual number of successful applications for R&D projects	Mean 17
2.1.4.	Measures for involvement in the international research platforms and infrastructure consortia, and effective representation therein	Number of representatives of the VMU Agriculture Academy in the international platforms, consortia, and networks	12
2.1.5.	Creation of favourable conditions for implementation of priority R&D	Annual mean rate of growth in the number of articles published in the international publications with an impact factor,%	5,0
2.1.6.	Improvement of the framework for the system of research management and technical support to the research projects	Mean estimate of researcher satisfaction with the managerial and technical support	Min. 8.5 points points (on the 10-point scale)

No.	Objective	Objective indicator	Numeric values Y 2027
2.2.	To develop the innovation activity	Annual value of the projects intended to implement innovations in research (EIP, projects "Intelektas" and "Inočekiai", etc.), EUR thous.	244

No.	Group of measures	Indicators of the consequences of implementation of the measures	Numeric values Y 2027
2.2.1.	Promotion of involvement in the projects intended to implement innovations in research (EIP, projects "Intelektas" and "Inočekiai", etc.)	Share of the teachers, researchers, and PhD students participating in the projects intended to implement innovations in research,%	30
2.2.2.	Improvement of business incubation conditions and services	Number of start-ups that have started their operations	5

No.	Objective	Objective indicator	Numeric values Y 2027
2.3.	To develop dissemination of the innovative research knowledge and increase the social effect of research	Annual number of science popularization articles per FTE unit	3,0

No.	Group of measures	Indicators of the consequences of implementation of the measures	Numeric values Y 2027
2.3.1.	Improvement of the administrative prerequisites for development of business and social partnership and dissemination of scientific knowledge	Favourable structure for development of partnership and knowledge dissemination	
2.3.2.	Intensification of scientific knowledge dissemination, demonstration and showcasing events, and project implementation	Number of scientific knowledge dissemination, demonstration and showcasing events, and projects	60



## Scientific services



## Strategic goal III

To develop the professional development, consultancy, expert, laboratory, and other scientific services for the specialists and managers in line with the needs of agriculture, forest and water management domains, their infrastructure, and the related public institutions and communities.

**Indicator of the strategic goal up to Y2027 - annual value of the services 530 thous. EUR**

### Strategic direction for achievement of goal III

The main strategic direction of implementation of goal III and its objectives is as follows:

- o elimination of the weaknesses, intensive transformation thereof into the strengths, i.e. development of the scientific, consultancy and professional development services by effective use of the existing infrastructure, the demand for services determined by the technological progress and creating the financial opportunities under the CAP.

The key measures (actions) that shall be implemented have been identified in line with the established strategic direction for achievement of the goal.

No.	Objective	Objective indicator	Numeric values Y 2027
3.1.	To create and empower the system of provision of the consultancy services	Annual value of the consultancy services, EUR thous.	100

No.	Group of measures	Indicators of the consequences of implementation of the measures	Numeric values Y 2027
3.1.1.	To design the concept of development of the consultancy services.	Concept designed and implemented	1
3.1.2.	To conduct competitor analysis of the consultancy services for agribusiness and rural communities and identify the pricing of the services.	Consultancy service pricing system	1
3.1.3.	To determine a motivating system of payment to the providers of the consultancy services (teachers, other employees).	Payment system	1
3.1.4.	To design and implement a quality assurance system of the consultancy services.	Quality assurance system	1
3.1.5.	To participate in implementation of the EU and national Agricultural Knowledge and Innovation System (AKIS).	Number of researchers participating in the design of the system	At least 2

No.	Objective	Objective indicator	Numeric values Y 2027
3.2.	To develop the services of professional development and other continuing education services for the specialists and managers	Annual value of the education services, EUR thous.	250

No.	Group of measures	Indicators of the consequences of implementation of the measures	Numeric values Y 2027
3.2.1.	Creation of the organisational, marketing and motivational prerequisites for development of the services of professional development and other continuing education services	Mean estimate of satisfaction with the quality of the services of professional development and other continuing education services	9.0 (10-point system)
3.2.2.	Design and registration of the informal continuing education and professional development programmes for the specialists and managers in the agriculture, forest and water management domains, farmers, and leaders of rural communities	Number of the informal continuing education and professional development programmes executed	12

No.	Objective	Objective indicator	Numeric values Y 2027
3.3.	To develop the expert, laboratory, and other scientific services	Annual value of the scientific services, EUR thous.	180

No.	Group of measures	Indicators of the consequences of implementation of the measures	Numeric values Y 2027
3.3.1.	Development of expert services	Total number of expert services provided	15
3.3.2.	Development of the laboratory and other scientific services	Mean annual rate of increase in the laboratory and other scientific services, %	5 proc.

## Motivating and sustainably favourable environment



## Horizontal strategic goal

To create a motivating and sustainably favourable environment as a catalyst for manifestation of the community members' partnership, professionalism, creativity, and healthy life

**Indicator of the horizontal strategic goal until 2027 - Integrated indicator of employee well-being  $\geq$  85 proc.**

### Strategic direction for achievement of the horizontal goal

The main strategic direction of implementation of the strategic goal and its objectives is as follows:

- elimination of the weaknesses, intensive transformation thereof into the strengths by rationalization of the structure of the VMU Agriculture Academy, improvement of employee competences and working conditions, their motivation system, and creating conditions for the community to strengthen their health.



No.	Group of measures	Indicators of the consequences of implementation of the measures	Numeric values Y 2027
H.1.	Further strengthening of the partnership with business and social partners and the community spirit	Mean estimate of satisfaction of the business and social partners, expressed in points	Min. 8.5 (10-point system)
H.2.	Reorganisation of the structure of the VMU Agriculture Academy	Reduced administrative burden, %	10,0
H.3.	Improvement of the employee competences	Share of the employees participating in the events dedicated to competence development, %	Min. 90%
H.4.	Measures for improvement of the employee motivation system	Mean annual growth in the mean salary of the academic staff, %	5,0
H.5.	Creation of favourable conditions for healthy life style and physical activity of the community members	Share of the community members participating in the physical activity initiatives organised by the VMU Agriculture Academy, %	20
H.6.	Improvement of the infrastructure and working conditions at the VMU Agriculture Academy	Mean estimate of employee satisfaction with the working conditions, expressed in points	9.0 (10-point system)

