



**THE STRATEGIC ACTION PLAN  
OF SMK UNIVERSITY OF APPLIED SOCIAL SCIENCES  
2021-2025**

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## INTRODUCTION

Public Institution SMK University of Applied Social Sciences (hereinafter SMK) is the largest (according to the number of students) non-state higher education institution in Lithuania. Located in the cities of Vilnius, Kaunas and Klaipėda, it has been growing ever since its opening in 1994. The offer of ongoing study programs has expanded, and the number of students and employees has increased. Kaunas branch was opened in 2018.

The SMK receives many applicants every year and is the leader in terms of popularity among non-state higher education institutions. It offers a wide selection of study programs in computer science, health, art, business and public management, law and social sciences.

This 2021-2025 Strategic Action plan provides details for the activities of a five-year period in order to reach the intended long term objectives by developing and implementing change projects foreseen in the SMK Long-term Strategy 2030.

The main purpose of the Strategic Action plan 2021-2025 is to provide the implementation measures, operational programs, desired results and human resources to achieve the intended changes and objectives and to implement the SMK Long-term Strategy 2030.

The strategic activity priorities, identified in SMK strategic action plan 2021-2025 are closely related and correspond to the activity goals and main tasks set in the SMK Long-term Strategy 2030.

## ASSESSMENT OF THE CONTEXT (ENVIRONMENT)

The assessment of the impact of external factors on the College's field of activity is based on an overview of the decisive context of political, economic, social and technological factors. This review aims to diagnose the current situation, identify environmental changes, challenges, and opportunities.

### **Influence of political factors on the performance of SMK**

When preparing strategic documents, SMK considers both the changes taking place in the world and relevant regional, national and international documents. The review of the most current political documents receives the biggest attention, as this directly determines the field of activity of the College, creates prerequisites for responding to the needs of the region and the country, and ensures the harmony of the planned strategic development directions with European trends.

### **Review of international documents**

When planning SMK'S long term development directions in 2030, relevant international documents related to important international research and study policy and their provisions have been taken into

account; primarily, the aspirations of the European higher education area, the strategic goals of the European research area, and the EU higher education problem areas pointed out in the commission's commune regarding the problematic areas on the agenda of the EU education. The provisions of these documents are relevant for European higher education institutions, as they indicate directions to which the greatest attention is paid in creating an open European higher education space. Considering the need to contribute to green and digital transformation, the goals and objectives of the UN Sustainable Development Agenda 2030, the goals and aspirations of digital education action plan 2021-2027 are also relevant to SMK's 2030 Strategy.

The focus **topics of the European education area**<sup>1</sup> in the field of higher education, relevant for the SMK in the period from 2021 to 2030, are as follows:

IMPROVING THE QUALITY AND EQUITY IN EDUCATION AND TRAINING by insuring quality and inclusive education and developing key competencies for lifelong learning.

During the upcoming strategic period SMK will continue to develop and provide the appropriate facilities for students of different origin. This is achieved by organizing effective and engaging processes of admission, teaching and evaluation, supporting student mentoring tools, providing academic and non academic support for students, offering flexible study opportunities and wider recognition of prior learning. This will contribute to a more accessible European higher education area, especially for adult learners.

DIGITAL EDUCATION in developing an effective European digital education ecosystem, seeking to enhance citizens' competencies and skills necessary for the digital transition. This is built around the Digital Education Action Plan 2021-2027.

GREEN EDUCATION is also an important element in this strategic planning period to develop learners' sustainability competencies. While carrying out studies, lifelong learning, scientific applied activities, SMK will focus on knowledge, skills and attitudes to live more sustainably, adopt a healthier lifestyle and contribute – both individually and collectively- to the green transition. It envisages applying the European model of sustainability competencies in "GreenComp" formal and non-formal education programs, integrating elements of sustainability into training and other aspects of learning activities.

EUROPEAN EDUCATION AREA IN THE WORLD is relevant for the SMK through strengthening of international cooperation with countries and regions around the world, primarily through Erasmus+ support for mobility and cooperation of higher education institutions within the EU and beyond.

The most relevant provisions of the **European Research Area**<sup>2</sup>, which are integrated into the strategic activity plans of the SMK:

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<sup>1</sup> Online source: <https://education.ec.europa.eu/focus-topics>

<sup>2</sup> A new ERA for Research and Innovation. 30.9.2020. COM(2020) 628 final. Internet access: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM%3A2020%3A628%3AFIN>.

- Ensuring Europe's recovery, green and digital transformation;
- Implementation of digital technologies and development of digital skills;
- Implementation of new technologies and the use and visibility of research results in economics and society;
- Increase of opportunities for research workers to use competence resources and expand their experience by strengthening the European research area;
- Participation in the European University Alliances initiative, creating the basis for a longer-term deeper international cooperation of universities without borders and for the dissemination of knowledge and talent;
- Participation of citizens, local communities, and civil society (especially youth) in science and innovation activities (participatory citizen science campaigns to increase awareness and networking, science dissemination events).

**Renewed EU agenda for higher education**<sup>3</sup> highlights the main aspects that SMK takes into account when planning its activities:

Focusing on reducing skills incongruity and developing competent skills to meet Europe's **high-level skills needs**: graduates of STE(A)M fields, medical professions; imparting a high level of digital skills, independence, critical thinking and problem-solving skills; updating of the curriculum by providing relevant study programs in areas where skills are lacking and by improving learning and teaching methods so that students can acquire and develop the necessary skills; study programs and their forms oriented to students' learning needs; engaging first-cycle students in research by exploring relevant contemporary issues and developing their skills as researchers; opportunities for students to gain skills and experience in **activities based on learning that solves real-world problems**, including work-based learning and opportunities for international mobility; incorporating on-the-job learning and providing opportunities for international mobility; cooperation with employers by increasing the relevance and effective implementation of study programs and increasing students' opportunities for quality learning at the workplace; systematic investments in continuous professional development of teachers;

Inclusive and connected higher education: appealing, open to talent from diverse backgrounds, a civic learning community; systematic collaboration between higher education institutions, schools and VET providers to prepare and guide students according to their talents and provide flexible opportunities for different types of education and learning; creation of suitable conditions for successful learning for students of various origins, holistic approach to the organization of teaching and assessment, implementation of student mentoring measures, provision of academic and non-academic support; training of students' social and civic abilities by including local, regional and

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<sup>3</sup> Renewed EU agenda for higher education. Brussels, 30.5.2017 COM(2017) 247 final.

societal issues in study programs and granting ECTS credits to students for voluntary and community activities, involving the local community in teaching and research projects, providing learning opportunities for adults, strengthening relations with local communities; participation in the development process of cities and regions;

Contributing to innovation: developing students' abilities to understand new ideas, to think critically and creatively, and to be entrepreneurial in discovering and applying new ideas; more active contribution to local and regional development by aligning the supply of educational services with the needs identified in the advanced specialization strategies, taking advantage of the opportunities to implement innovations in priority sectors and helping local companies and other organizations to understand and adopt new critical thinking models; more intensive development of **entrepreneurship and innovation-related skills**; development and testing of teaching **methods for developing creativity and innovation**;

The provisions of the **Digital Education Action Plan**<sup>4</sup> 2021-2027 important for SMK and which are integrated in the strategic activity documents:

- **Promoting the effective development of the digital education ecosystem:** effective planning and development of digital capabilities, including the latest organizational capabilities; teachers and employees in the field of education and training who have and know digital competencies; quality learning content, user-friendly tools and secure platforms that adhere to online privacy rules and ethical standards.
- **Improving the digital skills and abilities necessary for the digital transformation:** focusing on digital literacy, including the fight against disinformation; for computer education; good knowledge and understanding of data-intensive technologies such as artificial intelligence; high-level digital skills for training digital professionals; involving and encouraging women to choose digital studies.

When planning its activities, SMK also considers the **UN Sustainable Development Agenda**<sup>5</sup> 2030 in order to contribute to the seventeen sustainable development goals provided for in an agenda by adhering to the three aspects of sustainable development - economic, social and environmental protection in order to steer the world in a more sustainable and flexible direction.

## **Review of national documents**

While carrying out and planning its activities, the SMK takes into consideration strategic documents relevant to the regions and the country and their aspirations.

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<sup>4</sup> Digital Education Action Plan 2021-2027: Resetting education and training for the digital age. Brussels, 30.9.2020. COM(2020) 624 final.

<sup>5</sup> The 2030 Agenda for Sustainable Development. United Nations, A/RES/70/1.

SMK aims to contribute to goals 1-3 and 7 of the **National progress plan<sup>6</sup> for 2021-2030**, which are the most relevant and respond to the SMK's activities:

Contributing to the **first goal** "to move to a sustainable economic development based on scientific knowledge, advanced technologies, innovations and increase the country's international competitiveness", the College will create high-level scientific knowledge that increases the country's competitiveness, will promote science and business cooperation through the developed science-business cooperation projects, will develop entrepreneurial culture, will create and implement advanced technologies and innovations, in order to ensure the training of specialists in the sectors of advanced technology production and knowledge-intensive services, it will increase the potential of cultural and creative industries and promote the creation of new products and services based on creative content, contribute to increasing the competitiveness of Lithuanian tourism, and meet the human resource needs of high and medium added value economic sectors.

Being socially responsible, SMK's activities will contribute to the **second goal** "to increase the social well-being and inclusion of the population, strengthen health and improve the demographic situation of Lithuania" by strengthening the attitudes of social activity and social responsibility in society and community spirit, developing a civil and active, democratic and mature society.

One of the values of SMK is inclusion and diversity, therefore the activities carried out in SMK respond to the **third goal** "to increase the inclusion and effectiveness of education in order to meet the needs of the individual and society". The strategic action plan and the annual activity plans aim to develop the possibilities of non-formal education, ensuring its adaptation to various groups of society; implemented financial incentives will contribute to the creation of study conditions for persons with the lowest incomes; by increasing the number of foreign full-time students, SMK will create conditions for foreign students to successfully study and integrate into Lithuanian society and the labour market; by maintaining constant contact with social partners, SMK will ensure that the competences and skills acquired during studies meet the needs of the labour market and create favourable conditions for adapting to a changing environment; will continue to develop science-based studies contributing to solutions for challenges relevant to Lithuania and the world.

The College, operating in three major cities of the country, contributes to the **seventh goal** "to develop the territory of Lithuania in a sustainable and balanced way to reduce the regional divide". The study programs carried out by SMK and the trained specialists will contribute to the economic growth of the regions by preparing employees for jobs relevant to the regions, considering the potential of each region.

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<sup>6</sup> 2021–2030 National progress plan. 9 September 2020 No. 998.

The Economic Revitalization and Resilience Enhancement Plan "**New Generation Lithuania**"<sup>7</sup> approved by the European Commission envisages a number of long-term reforms in the field of higher education, which were taken into consideration by the college when drawing guidelines for the future. This plan foresees the reform of "Quality Higher Education and strong research and study institutions", aimed at improving the quality of the Lithuanian higher education and research system, increasing its efficiency and international competitiveness.

Taking this reform into consideration, the SMK plans to carry out quality and evidence-based changes in the main areas of activity of in SMK:

- Studies and research
- Science-business cooperation

Changes in these areas are related to the challenges faced not only by SMK, but also by other Lithuanian higher education institutions, as identified in the "New Generation Lithuania" Plan for Economic Revitalization and Resilience.

In the field of studies and science, the aim will be to increase the competitiveness of studies on an international scale by increasing the mobility of teachers and students, supporting international cooperation with partner higher schools in the EU and the world, developing double degree programs, making the provision of academic and non-academic support for studying foreign citizens more efficient and initiating a smooth transition to digitization of virtual study environment and study programs.

Attention will focus on ensuring the social dimension, ensuring the accessibility of studies for persons with major disabilities and health disorders and providing effective support and adaptation of studies to individual needs.

In the field of research, SMK will pay more attention to creating better career conditions for researchers by attracting and motivating them to create competitive research results. Until 2030 the SMK will strengthen its positions to more effectively use international networking and gain experience in the implementation of international scientific projects (primarily "Europe's Horizon"). In the field of Science and Business cooperation attention will be paid to creating a culture of cooperation between science and business, to create purposeful cooperation with business entities.

## **Review of regional documents**

SMK operates in Klaipėda and Vilnius regions and opened the Kaunas branch in 2018. These regions have the greatest potential for economic development and growth, and in terms of GDP per capita

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<sup>7</sup> Plan for Economic Revitalization and Resilience "New Generation Lithuania"  
Internet access: <https://finmin.lrv.lt/uploads/finmin/documents/files/Naujos%20kartos%20Lietuva%20planas.pdf>



created in the county, compared to the national average, they occupy the leading positions. At the same time, each of the regions is distinguished by its specificity, orientation towards certain sectors of the country's economy, which respond to the study programs conducted by SMK.

### **KLAIPĖDA REGION**

It is here, since 1994, that the origins of the SMK began, on the basis of a private initiative as Nijolė Skučienė Higher School of Languages and Business Management, which in 2000 became a non-university higher school.

Klaipėda is the third largest city in Lithuania in terms of population and area, due to the universal deep-water, ice-free port located here, the city dominates as the most important and largest transport hub in Lithuania, connecting sea, land and railway routes. The prevailing **economic sectors** that create the greatest added value for the city are trade, transport (port handling, mediation, logistics), accommodation and catering services and manufacturing industry.

Klaipėda's **future development trends**, which ensure the competitiveness and even growth of the city's economy, are provided for in the Klaipėda Economic Development Strategy 2030, Klaipėda City Municipality 2021-2030 strategic development plan and specialization strategy of Klaipėda region 2030, and the activities carried out by the SMK in the fields of Studies, Applied Science and Lifelong Learning:

- Development of Blue economy directions (maritime economy, bioeconomy, economy of advanced industry);
- The development of services promoting the city's economic progress in the fields of creative and services economy in accordance with the principles of sustainable development
  - Tourism: recreational tourism (sea, wellness, active), business and events, conference tourism;
  - Education: development of competence in the labour market and its participants in priority sectors of the economy;
  - Creative industries and digital creativity.
- The development of the internationally competitive industry of the Klaipėda region based on advanced solutions and the development of the infrastructure of industrial logistics and transport service centres.

### **VILNIUS REGION**

The Vilnius region is the main economic centre of Lithuania, where the largest share of the country's gross domestic product is created. Trade, transport, hospitality and catering services sector all contribute to the Vilnius county economy. These create 32.0 % (2017) of the total added value of the entire region, as well as industry and manufacturing. In addition, professional, scientific, and



technical activities stand out here. Vilnius city attracts the largest share of investments and the largest number of businesses creating high added value in Lithuania. Vilnius is home to two thirds of the Lithuanian Information Technology sector talent.

**Vilnius** is not only the fastest growing city in the region, where the population has grown by 2.7 % over the past three years, was also chosen as the most developing service centre city in the region at the Central and Eastern European Service Centre Awards held in Warsaw. Vilnius serves as the financial centre of the Baltic States, with more than 150 Fintech companies.

The **trends of the future development** of Vilnius, which ensure the further growth of the city's economy and the long-term vitality of the city, are foreseen in the 2021-2030 Strategic Development Plan of Vilnius City and are in accordance with the activities carried out by the SMK in the field of studies, applied science and lifelong learning:

- Culture industries: Vilnius is a "creative capital" famous for its artistic environment and unique cultural diversity, where culture is accessible and involves an extremely wide audience of city residents and guests, covering the entire geographical territory of Vilnius city and attracts art and culture creators from Lithuania and abroad.
- Economic development: a fast-paced city that is open to innovation where high added value clusters are strengthening and actively cooperating in creating unique ideas.
- The centre of attraction for businesses operating in **finance**, life sciences and laser industries of an exclusive, globally successful innovative business ecosystem.
- Tourism: Vilnius is a tourism leader in the Baltic Sea region, creating exceptional value for the citizens and guests of the city, where high-quality tourist areas and services are developed.

## **KAUNAS REGION**

**Kaunas** is the second largest city in Lithuania, an important centre of industry, transport, science and culture. Kaunas is famous for its image as an academic city, where there is a wide and diverse network of educational institutions that meet various needs. Higher, vocational and general education schools attract students and pupils from various cities in Lithuania and the world.

The economy of the Kaunas region is focused on medium added value sectors. In 2019 according to the data, the wholesale and retail trade, manufacturing and transport sectors generate 64 % of added value of Kaunas city.

The list of priority economic sectors includes information technology, business service centres, logistics, life sciences and medical technology sectors.

The **trends of the future development** of Kaunas, which ensure the harmonious and balanced development of Kaunas city, strengthen competitiveness in Lithuania and internationally, are

foreseen in the strategic development plan of the Kaunas municipality until 2030<sup>8</sup>. These initiatives are compatible with the activities carried out by the University of Applied Social Sciences in the fields of studies, applied science and lifelong learning:

- The city of technology and modern industry:
  - Encouraging the entrepreneurship of Kaunas residents;
  - Education of young talents who contribute to the progressive growth of the city with the acquired relevant professional knowledge (implementation of the concept of the Free Academic Zone as an educational zone);
- Culture and tourism: Kaunas is inclusive and innovative culture centre of the Baltic Sea region, a competitive city for travellers, open to exchange of ideas and cooperation;
- Creating new tourism experiences, routes, and products, strengthening the competences of participants in the tourism and hospitality sector, while also promoting cooperation between tourism business and scientific institutions
- The development of the cooperation of the academic city with the availability of quality services promotes self-government with high-quality, professional and general education schools, socio-economic partners in training specialists;
- A modern, climate change-mitigating and competitive city based on the principles of the green course, circular economy initiatives, (Kaunas city transition strategy to a circular economy);
  - Education of citizens (business community and city residents) about the benefits of the circular economy, its impact on the environment and the economy;
  - In cooperation with academic institutions of the city, to initiate a research and development program for the implementation of circular economy principles in Kaunas;
  - To use the city's unused spaces or buildings for the incubation of business based on the circular economy business model and thus promote the emergence of new and innovative products and services in the city of Kaunas.

### **Influence of economic factors on the performance of SMK**

Although the state budget funds for higher education are consistently growing<sup>9</sup> (in 2017-2020 it increased by EUR 56.5 million, or 24.7 percent, and amounted to about EUR 288 million in 2020), this funding is intended for state higher education institutions and therefore, SMK cannot apply for it.

**Financing policy of higher education:** the planned changes from 2024 in higher education policy will affect all higher education institutions in Lithuania. The stricter criteria for the evaluation of

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<sup>8</sup> Strategic development plan until 2030 by Kaunas city municipality

<sup>9</sup> Valstybinio audito ataskaita: ar užtikrinama studijų kokybė aukštosiose mokyklose. 2021-07-08 d., Nr. VAE-6. Vilnius: Valstybės kontrolė.

scientific activity, the changing process of admission to higher education, and the increasing mandatory requirements for entrants will be of a crucial importance for the performance of Higher education institutions. Analysing the situation of private higher education institutions, the risk increases due to foreseen regulation changes from 2024 in the higher education, which plans to set stricter criteria for student admission to HEIs, however in the case of private HEIs, without providing additional funding to amortize the damage of these factors. SMK evaluated upcoming changes in higher education funding when preparing for the new strategic planning period, and due to above mentioned reasons focuses on the diversification of income through the Lifelong Learning and Science and Business Cooperation strategic activities, the opening of alternative paths to bachelor's studies (through short cycle studies) and the increase of the number of international students.

### **Influence of social factors on the performance of SMK**

An extremely important factor for the SMK's activities is the demographic situation of the country. According to the data of the Lithuanian Statistics Department in 2020, **2,794 million** people lived in Lithuania. Population of Lithuania in 2010-2019 **decreased by 347.8 thousand** - by more than a tenth. In 2010-2019 the number of working-age population decreased the most – by 242 thousand (12.3 percent points), as well as 0-15 years old population - almost 62.1 thousand (12.2 percentage points). The study on the assessment of the state of demographic resources and changes in trends<sup>10</sup> indicates that if in 2019 2.794 million people live in Lithuania, in 2025 the population is predicted to decrease to 2.520 million (pessimistic forecast) or 2.710 million (optimistic forecast). In 2030 the pessimistic forecast foresees 2,400 mln. population, and the optimistic one - 2.580 million. Meanwhile, the growth in the number of people of retirement age will continue until 2042, and the number of young people, children up to 15 years age will decrease.

The decreasing number of the population determines the decreasing number of entrants to higher education. According to the data of the National Education Agency<sup>11</sup>, during 2016-2019 the number of students studying in higher education institutions decreased by 19.4 thousand (15 percent). For example, in 2020-2021 33.8 percent of people aged 20-24 **pursued higher education**. (38% in 2019). According to the Statistics Department of the Republic of Lithuania<sup>12</sup>, 12 thousand, or almost 11.6 percent of all students studied in private higher education institutions (7 universities and 10 colleges of higher education) (11.2 thousand, or 10.6 percent in 2019-2020).

The decreasing population in Lithuania leads to the need to diversify activities, offering not only higher education studies, but also developing the supply of lifelong learning activities, offering 4th

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<sup>10</sup> Prof. Boguslavas Gruževskis pranešimas „Lietuvos demografinės tendencijos iki 2030 m.“ (2019). Prieiga internetu: [https://uzt.lt/wp-content/uploads/2019/04/Prof.-B.Gru%C5%BEvskis\\_Lietuvos-demografin%C4%97s-tendencijos-iki-2030-m..pdf](https://uzt.lt/wp-content/uploads/2019/04/Prof.-B.Gru%C5%BEvskis_Lietuvos-demografin%C4%97s-tendencijos-iki-2030-m..pdf).

<sup>11</sup> Lietuva: švietimas šalyje ir regionuose, 2020. Nacionalinė švietimo agentūra, Vilnius.

<sup>12</sup> Lietuvos švietimas, kultūra ir sportas (2021 m. leidimas). LR Statistikos departamentas.

and 5th level studies in the formal education chain, paying more attention and investment to full-time foreign students' attraction.

### **Influence of technological factors on the performance of SMK**

The onset of the COVID-19 pandemic in 2019-2020 caused various social and economic consequences that emphasized the need to pay more attention to the resilience of the economy and society, better preparation for the challenges and opportunities of the green and digital transition. During the restrictions introduced by the COVID-19 pandemic, the SMK was able to successfully transfer activities remotely, invested in the development of digital infrastructure and tools, and plans to develop these activities in the new strategic planning period. Contributing to the digital transformation, the SMK plans to develop and implement digital technologies and tools in studies, to use them to optimize operational processes. It will also pay attention to the continuous training of digital skills of teachers and students, and the creation of remote learning opportunities.

## ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

To assess the internal strengths and weaknesses of the organization, diagnose the current situation and identify threats and opportunities, a SWOT analysis was carried out (Table 1). The SWOT analysis was prepared after systematising the insights and observations obtained during strategic sessions and discussions with SMK representatives responsible for decision-making, managers, council members and other community members.

**Table 1. SWOT analysis**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>● Long term educational experience that ensures the popularity of the SMK among students and society and strong positions in the college of higher education sector.</li> <li>● A strong and wide network of social partners, actively involved in college activities, has been developed.</li> <li>● Wide geographical coverage ensuring the opportunity to choose the most desired studies in three largest cities of the country.</li> <li>● Wide spectrum (number) of modern study programs ensuring that meet the needs of the labour market.</li> <li>● Annually increasing number of applicants.</li> <li>● Project activities are widely developed, more than 190 national and international projects have been implemented.</li> <li>● High rate of employability of graduates according to the acquired speciality.</li> <li>● Constant investments in modern study infrastructure.</li> <li>● Ability to adapt flexibly to changing conditions, quick decision-making, avoiding bureaucratic procedures.</li> <li>● 2/3 lecturers are practitioners, who convey the most relevant knowledge to students from real labour market.</li> <li>● The methodology of experiential learning is being implemented and applied, which allows developing students' practical skills and ensuring successful integration in the labour market after graduation.</li> <li>● Entrepreneurial approach to ongoing activities in the development of new educational products.</li> </ul>	<ul style="list-style-type: none"> <li>● Limited excellence in science and international networking for engagement in international research funding programme projects.</li> <li>● Limited income diversification, since the largest flow of income is generated from study activities and weak product diversification, especially in the implementation of Lifelong learning activities.</li> <li>● Inadequate scale of commercialization of R&amp;D activities, creating revenue-generating products in the market.</li> <li>● Insufficient commercial viability of business initiatives generated during the study process.</li> <li>● Absence of favourable opportunities to provide students with accommodation during their study years period, which reduces the competitiveness among other higher education institutions (SMK does not have its own dormitory)</li> <li>● Unexploited long-term partnership opportunities to attract funding for the full cost of studies cover.</li> <li>● The increasing complexity of attracting foreign students to full-time studies due to migration and other legal constraints.</li> </ul>

<ul style="list-style-type: none"> <li>● A wide range of lifelong learning products tailored to different target audiences has been developed.</li> </ul>	
Opportunities	Threats
<ul style="list-style-type: none"> <li>● Possibilities to attract project funding in new financing period of EU structural funds, international programs (Horizon Europe, Erasmus+ etc.) for digital and green transformations.</li> <li>● Develop the chain of formal education, offering 4-5 level studies.</li> <li>● Pursue for the status of a University of applied sciences and the possibility to provide a professional master's degree from 2029 due to anticipated changes in the regulation of higher education.</li> <li>● To implement technological tools and digital solutions ensuring the efficiency of operational processes.</li> <li>● Create a circular study funding model in cooperation with social partners.</li> <li>● To expand the scope of scientific production and commercialize the results of scientific activities through mobilization of interdisciplinary scientific applied research teams.</li> <li>● Diversify income by focusing on introducing new educational products to local and international markets.</li> <li>● More actively use a wide network of international partners to increase internationality, strengthen international studies performance and scientific networking.</li> </ul>	<ul style="list-style-type: none"> <li>● Increasing competition in the higher education market (on local, international and virtual levels).</li> <li>● Strict and constantly changing legal regulation of higher education in Lithuania.</li> <li>● Increasing supply of educational solutions in the market which weakens the opportunities to introduce new competitive products in the market.</li> <li>● Geopolitical factors leading to the closure of foreign target markets for attracting international students.</li> <li>● A strict migration policy and an underdeveloped network of Lithuanian embassies and consulates in SMK's target markets for foreign full-time students' attraction.</li> </ul>

## SMK MISSION AND VISION

### SMK MISSION.

To unlock and empower an individual's overall potential for continuous development of a personality, as well as a meaningful and value-creating professional activity.

To expand scientific knowledge and innovation-based performance in order to contribute to societal well-being and sustainable economic growth.

To create an open and inclusive environment that encourages positive changes, collective sense-making, and holistic co-evolution.

**SMK VISION.** SMK is an acknowledged and valued foundation of private education and science, which gathers the potential of people and organizations and actualizes it to a new level of awareness for the progress of society and the co-creation of value.

## **SMK STRATEGIC OPERATIONAL DIRECTIONS FOR 2021-2025**

The main changes foreseen in SMK Long-Term Strategy 2030 cover three main areas of activity: studies and research, lifelong learning and science-business cooperation.

The main changes in the field of **Study and Research** include the development of the chain of formal learning by ensuring the provision of a holistic development cycle that is recognized and valued by employers, learners and education policy makers. To achieve these changes in the period 2021-2025 the following is foreseen in the Strategic Action Plan:

- to develop and carry out the 4th and 5th professional level training programs for the needs of the region in new knowledge and qualification-intensive companies;
- to increase the quality of the 6th level studies, in order to ensure the high adaptability of these programs, provide a balance of theoretical knowledge and practical skills that harmonize structural thinking and worldview with the development of a free and creative personality;
- to implement experiential teaching methodology;
- to develop scientific applied activities that create economic and social value.

In the strategic planning period of 2025-2030, it is planned to focus on the development of international study programs in cooperation with foreign higher education institutions.

Key developments in the **Lifelong Learning Section** include the development of the existing SMK products, that focus on unlocking and empowering human potential for various groups in society. To achieve these changes in the period of 2021-2025, the Strategic action plan envisages the development of four products focused on different target groups:

- *WeCreators*: digital tool-based monetization of the talent of representatives of the creative and cultural sectors;
- *Vibelift*: development of youth-oriented educational services and products by developing lifelong learning habits;
- *HeyReady*: development of educational services based on science and business cooperation for the development of young talents;
- *EduAction*: creation of educational innovations and educational services for the educational community.



The main changes in the **Science and Business cooperation section** are aimed at the development of cooperation-based innovations that contribute to sustainable social progress and the development of a competitive economy. To achieve these changes in the period of 2021-2025, the Strategic Action plan aims to:

- Develop the culture of academic entrepreneurship, ensuring the commercialization of innovative activities;
- Activate project activities focused on the creation of innovations and products;
- Strengthen business and science networking.

In the strategic planning period of 2025-2030, it is planned to continue business and science networking by developing the capacities to contribute to the "third mission of higher education institutions" (entrepreneurship, knowledge and technology transfer).

#### **SMK STRATEGIC OPERATIONAL DIRECTIONS FOR 2021-2025:**

1. Development of Studies.
2. Strengthening of applied scientific research activities.
3. Science and Business Cooperation.
4. Lifelong Learning.
5. Boosting Internationalisation.
6. Infrastructure Development.

For the development of these strategic directions during the period of 2021-2025, the main aims were set, the objectives to be achieved were foreseen and defined, the measures to achieve them were estimated and specific quantitative indicators of achievements were determined. They are provided in detail in the plans of a specific strategic direction.

#### **CONFORMITY OF THE MAIN ACTIVITY AREAS OF SMK LONG-TERM STRATEGY 2030 WITH THE PRIORITIES OF STRATEGIC ACTION PLAN**

<b>SMK 2030</b>	<b>Strategic Activity plan 2021-2025</b>
<b>1) Studies and Research</b>	<b>1. Development of studies  Strategic Objective:</b> to transform the study process through application of experiential learning methodology and tools.
	<b>2. Strengthening of applied scientific research activities  Strategic Objective:</b> to develop economic and social return-generating applied scientific research activities for the creation of a sustainable future by strengthening the potential of applied research (art) activities.

	<b>5. Boosting Internationalisation  Strategic Objective:</b> to be a well-known and globally oriented higher education institution contributing to sustainable growth, social cohesion and societal development.
<b>2) Lifelong learning activities for regional and national needs</b>	<b>4. Lifelong learning  Strategic Objective:</b> to expand the portfolio of lifelong learning services in order to ensure income diversification within the overall SMK income structure.
<b>3) Entrepreneurship and impact for societal development based on business and science cooperation</b>	<b>6. Infrastructure development  Strategic Objective:</b> to create an infrastructure based on open spaces, modern technologies and engineering solutions, including the integration of the science, education and business sectors, which would be a centre of attraction, an attractive space for socialisation, interaction, independent learning and community gathering.
	<b>3. Science-Business Cooperation  Strategic objective:</b> to develop cooperation-based business innovations contributing to sustainable progress of society and a competitive economy.

## STRATEGIC ACTIVITY PLAN FOR DEVELOPMENT OF STUDIES 2021-2025

**Strategic aim** – to transform the study process through application of experiential learning methodology and tools.

**The main objectives** of the DEVELOPMENT OF STUDIES:

1. Development of the study portfolio and formal education chain (the number and subject of programs according to the needs of the labour market and global trends, execution of the 5th and 6th level studies).
2. Updating and improving the quality of study programs (joint studies, new modules).
3. Implementation of experiential learning methodology.
4. Digitalization and networking of the learning process (more engaging user environment, improvement of social interaction).
5. Raising SMK brand awareness and new positioning strategy.

The main **achievement indicators** of the DEVELOPMENT OF STUDIES:

- *The portfolio of study programs has grown from 17 ongoing study programs to 28 study programs.*
- *Experiential teaching methodology has been implemented in all study areas of the SMK, integrating the principles of holistic and experimental education.*
- *The concept of sustainability and holistic personality development, which corresponds to the principles of responsible education, has been implemented in all study programs.*

Measures	Activities	Desired result	Indicator	Responsible person (executors)	Deadlines for implementation
<b>Objective 1.</b> Development of the study portfolio and formal education chain (number and subject of programs according to the needs of the labour market and global trends, execution of 4th and 5th level studies)					
1. To create a model of formal learning chain	1.1. To develop a model of formal learning chain, defining learning values for the learner	The model was developed. It introduced the concept of the value of formal education, outlined selection	A formal learning chain model was developed	Administrative staff, Study Program Managers	2025

		criteria, described processes, exclusivity, target markets, program quality assurance and pricing processes.			
2. To form traditions of supporting the teaching and study process focused on the changing values of formal education	2.1. To develop cooperative relations with economic entities regarding the support of training and studies, ensuring the supply of free training and study places for talent development	Cooperation agreements with economic entities regarding the support of training and studies have been signed	Support for student studies has grown annually by 20 per cent	Head of Academic Activities, Study Program Managers, Administrative staff	Annually
3. To identify the need for new study programs	3.1. To carry out a needs analysis regarding the preparation of new study programs	The need to carry out new study programs according to the study trend and specifics has been identified	The number of identified new study programs that need to be implemented from 2021 to 2025 - 11 new study programs	Head of Academic Activities; Study Program Managers	September 2025
4. To supplement the portfolio of SMK study programs with new study programs	4.1. To prepare and submit new study programs for assessment to Centre for Quality Assessment in Higher Education	Number of submitted and approved (accredited) study programs	11 study programs	Head of Academic Activities; Study Program Managers	September 2025
5. To carry out level 4 studies	5.1. New level 4 programs have been registered	Number of registered programs	6 programs	Head of Academic Affairs, Head of Science and Business Centre	2024
	5.2. Level 4 programs have been launched	The number of programs launched; the number of pupils collected	6 programs, 400 pupils	Head of Academic Activities, Head of Science and Business Centre	2025
6. To prepare short-cycle study programs (level 5 studies)	6.1. To prepare and submit new short-cycle study programs to Centre for Quality Assessment in Higher Education for evaluation	The number of submitted and approved (accredited) short-cycle study programs	2 short-cycle study programs	Head of Academic Activities; Study Program Managers	September 2022
<b>Objective 2</b> Updating and improving the quality of study programs (joint studies, new modules).					

7. To prepare for the external assessment of study areas according to the study area assessment plan, approved by Centre for Quality Assessment in Higher Education	7.1. To prepare the summaries of external evaluation self-analysis of study areas, foreseen in the period of 2021-2025.	The number of submitted and accredited study fields	12 study fields	Head of Academic Activities; Study Program Managers	December 2025
8. Raise awareness of non-formal competence development services	8.1. To develop activities for the assessment of informal competence development	The event was held. The offers to social partners and associations were prepared and submitted	3 events were held, 200 offers were sent	Head of Academic Activities; Study Program Managers	August 2022
9. To form and implement the overall improvement cycle /educational philosophy and practice	9.1. To educate innovators according to a holistic educational philosophy (sustainability concept, holistic personality development)	Participants of studies and training processes develop the competencies of innovators	100 per cent	Head of Academic Activities	2025
<b>Objective 3. Implementation of experiential learning methods.</b>					
10. To introduce the implementation of experiential teaching methodology in all SMK fields of study	10.1. To implement experiential learning in all study subjects and /or their modules	Experiential learning is implemented in all study subjects and /or their modules	100 per cent	Lecturers Study Program Managers, Head of Academic Affairs Product	September 2021
	10.2. Digital tools are used in experiential learning process	Number of digitized tools	5 digitized tools	Manager; Head of IT systems IT administrators Study Program Managers Product Manager Lecturers	September 2022
<b>Objective 4. Digitization and networking of learning process (more engaging user environment, improvement of social interaction)</b>					
11. To digitize and make the study content interactive	11.1. To create a virtual teaching assistant	Effective use of a virtual teaching assistant in the study process (Number of virtual teaching assistants	3 virtual assistants	Head of Infrastructure	September 2023

		(measures) )			
12. To create and implement an SMK digital twin UX/UI (integration of other e-systems)	12.1. To create a platform, integrated with other systems	A working integrated SMK digital platform with a mobile and web version, integrated with other systems	1 integrated platform with mobile and web version	Head of Infrastructure	June 2023
	12.2. To create a communication channel-tool that ensures a faster and more accurate (situation) solution	Communication tool	1 communication tool	Head of Infrastructure	June 2023
13. To increase the efficiency and integration of study accounting processes	13.1. To digitize internal communication by moving towards a systematic and unified use of e-resources	An effective IT solution has been created, which includes all available emails of SMK resources (Google, Slack, Unimetis, Moodle, etc.)	1 tool	Head of Infrastructure	June 2023
14. To ensure effective integration of distance learning into the study process and user engagement	14.1. To prepare a strategy/plan for the organization of distance studies	A strategy/plan for distance studies has been prepared	1 strategy / plan	Head of IT systems Study Process Manager	May 2023
<b>Objective 5. Building SMK brand awareness and new positioning strategy</b>					
15. To raise SMK brand awareness	15.1. To update the SMK website, to integrate new SMK brands	SMK website has been updated	Updated SMK website	Head of Infrastructure Marketing Department Manager	September 2022
	15.2. To ensure maintenance of SMK website and social networks, channels and constant updating of information in Lithuanian and English (Facebook, LinkedIn, Instagram, Youtube, Tik Tok)	Annual communication plan has been prepared; the measures provided for in the plan are being implemented	1 communication plan	Marketing Department Manager	Annually

## STRATEGIC ACTIVITY PLAN FOR STRENGTHENING OF APPLIED SCIENTIFIC RESEARCH ACTIVITIES 2021-2025

**Strategic aim** – to develop economic and social return-generating applied scientific research activities for the creation of a sustainable future by strengthening the potential of applied research (art) activities.

### Objectives of the STRENGTHENING OF APPLIED SCIENTIFIC RESEARCH ACTIVITIES:

1. To strengthen the potential of applied science (art) activities.
2. To create products of applied science (art) activities in strategic directions of scientific applied (artistic) activities.
3. To develop a network of applied science (art) activities.
4. To carry out the dissemination of applied science (art) activities / science communication and to increase the involvement of the SMK community.

### The main **indicators of achievements** of the STRENGTHENING OF APPLIED SCIENTIFIC RESEARCH ACTIVITIES:

- *Number of scientific publications in peer-reviewed editions is 100, number of points collected - 300.*
- *Number of scientific publications in international data bases - 60.*
- *Number of scientific events and participants - 10 events (scientific and student conferences), at least 1,000 participants.*
- *Number of researchers, who participated in the preparation of scientific publications- 20.*
- *Number of commissioned research - 20.*
- *Number of joint activities with foreign partners - 10.*

Measures	Activities	Desired result	Indicator	Responsible person (executors)	Deadline for implementation
<b>Objective 1. To reinforce the potential of applied science (art) activities</b>					
1. To improve the motivational system and scientific competences of the academic staff focused on increasing research results, in order to develop the scientific directions of SMK.	1.1. To update the teacher motivation system / procedure	Teacher motivation system has been updated	The updated procedure was approved by the SMK director	SMK Director	2021
	1.2. To attract scholars to achieve academic and research results	Employed researchers and/or academic staff	Two scholars per year in each city (6)	SMK Director	Annually



	1.4. To promote the doctoral studies of SMK academic staff	Some members of SMK academic community study for a doctorate	5 (studying / defended phd thesis)	SMK Director	2025
	1.5. To attract foreign scientists and researchers for short-term teaching and to join the scientific activities of SMK in each field of study	The number of foreign scientists/ researchers who came for teaching and research internship at SMK in each field of study	1 scientist in each field per year (5)	International Relations office Group of researchers	Annually
	1.6. To expand the structure of SMK research group members for conducting research according to field of science	Updated research groups	Group members	Research group; Study Program Managers	Annually
	1.7. To assemble international teams for research	International teams have been assembled	Teams according to research interests	Research group; Study Program Managers	Annually

***Objective 2. To create products of applied science (art) activities in strategic fields of applied science (art)***

2. To increase the volume of scientific production, responding to the main trends of research and studies of the College, national and international research guidelines contributing to the creation and implementation of science-based innovations.	2.1. To produce scientific publications	Applied science activities, project and other reports, scientific study or part of it (collective), study literature, compiled and /or edited scientific work	15 units	Heads of Research groups; Study Program Managers	2025
	2.2. To prepare and present reports in international conferences	Abstracts of conference reports in peer-reviewed publications	10 units	Heads of Research groups; Study Program Managers	Annually

	2.3. To prepare articles in the publications of conference proceedings	Articles in the peer-reviewed proceedings of the Lithuanian conference/ Lithuanian international conferences, articles in the peer reviewed proceedings of foreign international conference, articles in other peer- reviewed publications that publish conference proceedings.	15 units	Heads of Research groups; Study Program Managers	Annually
	2.4. To prepare articles in periodicals and one-off publications	Articles in DB Thomson Reuters Web of Science, articles in other DB (SCOPUS or other), articles in other peer-reviewed publications straipsniai (e.g.EBSCO)	10 units	Heads of Research groups Study Program Managers	2025
	2.5. To encourage students to do research and carry out their dissemination by including the results of scientific activities in the study process	Conducting research, publication, participation in conferences	15 publications	Study Program Managers	Annually
3. To ensure the commercialization of the results of scientific activities by attracting external funding and implementing different scientific activities and initiatives, thus reinforcing the image of higher education institution that carries out scientific applied activities	3.1. Conduct training based on scientific R&D activities	Income received from conducting business training	200 000 Eur	Research group; Science and Business Centre	2025
	3.2. To carry out consultations for business according to scientific research and experimental development activities	Income received from providing consultation	100 000 Eur	Research group; Science and Business Centre	2025
	3.3. To conduct research (justifications) for R%D projects/ scientific projects	Conducted research, participation in scientific projects	10 research studies, 10 projects	Research group; Science and Business Centre	2025

	3.4. To carry out commissioned research	Conducted research, commissioned by business	25 research studies	Research group; Science and Business Centre	2025
	3.5. To attract external funding for scientific activities and development of scientific products	Funding raised	400 000 Eur	Research group; Science and Business Centre	2025
	3.6. To contribute to the development of joint science-based products of the College	Scientific justifications for product development have been prepared	According to ongoing projects	Research group; Science and Business Centre	2025
4. To ensure the ethics of academic activities/ research in the conduct of scientific research their comprehensive dissemination nationally and internationally	4.1. To prepare the procedure and relevant documents for compliance of scientific research ethics	The procedure and relevant documents for compliance of scientific research ethics have been prepared	Approved by the order of SMK director	Research group; Science and SMK Director	2024
	4.2. To organize an assessment committee for compliance with scientific research ethics	The committee has been organized according to the requirements pointed out in documents	The assessment committee approved by the order of SMK director	SMK Director	2024
	4.3. To prepare a system for storing and archiving documents for assessing compliance with scientific research ethics	The system for storing and archiving documents has been prepared	The system for storing and archiving documents	SMK Director IT specialist	Starts in 2023
	4.4. To carry out procedures for assessing compliance with research ethics	The research conducted by researchers is evaluated before publication or research dissemination	Minutes of the meeting of the evaluation committee for compliance with scientific research ethics	Chairman, secretary of the evaluation committee for compliance with research ethics	Starts in 2024

**Objective 3. To develop a network of science applied (art) activities**

5. To strengthen academic partnerships in order to achieve close scientific cooperation with Lithuanian and foreign partners <i>(Related with the strategic activity direction Boosting internationalization, objective "Strategic International Scientific and project partnerships")</i>	5.1. To form a network of partner institutions and other potential researchers of higher education in order to organize joint scientific events	A network of potential members/partners has been formed (network of researchers)	1 list of researchers/partners	Group of researchers	Updated annually
	5.2. To participate actively in the activities of various associations in the development of research activities and dissemination of results.	To carry out the activities which were planned (e.g.: in EUMMAS association, etc.)	The activities have been carried out according to the assigned duties	SMK academic community members	Annually
	5.3. To participate actively in the scientific events organized by other Lithuanian and international universities as members of editorial boards, reviewers, etc.	The invitations for members of the SMK academic community to become members of editorial boards and reviewers have been accepted	2 members in every field of study per year	Members of research group	Annually
<b>Objective 4. To carry out the dissemination of applied science (art) activities / science communication and to increase the involvement of the SMK community.</b>					
6. To carry out the dissemination of research results in society by organizing scientific events and other education promotion activities	6.1. To organize the SMK annual international scientific conference	SMK annual international scientific conference "Societal Interactions: Rethinking Modern Issues" is organized	1 event per year	Members of research group	Annually
	6.2. To organize Science hub activity (public lectures)	Public lectures – about science in simple terms	12 lectures per year	Members of research group	Annually
	6.3. to organize popular science events	Events have been organized	1 event per year	Members of research group and Science and Business centre	Annually

	6.4. To participate in external scientific conferences, popular science events	Participated in events as speakers	10 events per year	Members of research group, Study Program Managers	Annually
	6.5. To organize annual scientific-practical conference of SMK students "Future Creators"	The annual scientific-practical conference of SMK students "Future Creators" has been organized	1 scientific-practical conference per year	Members of research group	Annually

## STRATEGIC ACTIVITY PLAN FOR SCIENCE AND BUSINESS COOPERATION 2021-2025

**Strategic aim** – to develop cooperation-based business innovations contributing to sustainable progress of society and a competitive economy.

### Objectives of the SCIENCE AND BUSINESS COOPERATION:

1. To develop educational products and commercialize innovative activities (development and commercialization of new products, start-up's).
2. To expand project activities.
3. To develop business and science networking while developing the collective intelligence and knowledge sharing platform Collectiv.io

### The main indicators of achievements of the SCIENCE AND BUSINESS COOPERATION:

- *Number of created innovative solutions for the sustainable progress of society and competitive economy is 4 solutions/products/start-ups based on co-creation.*
- *Income from the commercialization of scientific results account for 10 percent of the total income.*

Measures	Activities	Desired result	Indicator	Responsible person (executors)	Deadline for implementation
<b>Objective 1.</b> To develop educational products and commercialize innovative activities (development and commercialization of new products, start-up's)					
1. Create an acceleration program for the co-creation-based innovations (mentoring, support for implementation)	1.1. Prepare an acceleration program, gather mentors	3 month duration programme	1 program 10 mentors	Chancellor Head of Science and Business centre Project managers	December 2022
2. To increase the creation of innovations and products based on creative thinking	2.1. New educational products for business created	New products	4 products	Chancellor Project managers Head of Science and Business centre	until 2025
	2.2. Commercialized educational products for business	Income	2 mln. Eur.	Project managers Head of Science and Business centre Sales managers	until 2025
3. Establish innovative start-ups	3.1. Established start-up's, spin-off's	New companies	4 new companies	Chancellor Project managers Head of Science and Business centre	until 2025
<b>Objective 2.</b> To expand project activities					
	4.1. To attract external funding for the	Attracted funding	2 mln. Eur	Project managers	until 2025

4. To attract external funding sources for innovation and product development.	implementation of R&D, for the development of new SMK products according to the published calls for proposals			Head of Science and Business centre	
	4.2. To attract funding for the implementation of projects with business (services to business)	Attracted funding	1 mln. Eur	Project managers Head of Science and Business centre	until 2025
	4.3. Attract funding for SMK initiatives (national and international, EU investments, COST, Creative Europe, Horizon Europe, Erasmus+, etc.)	Attracted funding	3 mln. Eur	Project managers Head of Science and Business centre	until 2025
<b>Objective 3.</b> To develop business and science networking while developing the collective intelligence and knowledge sharing platform Collectiv.io					
5. A network of partners interested in co-creative innovative activities gathered	5.1. The concept of a collective intelligence and knowledge sharing platform developed	Concept	1	Director Project managers Head of Science and Business centre	until 2023
	5.2. Cooperation agreements have been signed with partners for the development of co-creative activities	No of partners	30	Director Project managers Head of Science and Business centre	until 2024
	5.3. A digital platform based on web 3.0 technologies created	Platform	1	Director Chancellor Head of Science and Business centre	until 2025
6. To promote the dissemination of the results of scientific and business networking to the society	6.1 International business forums “Trend Makers“ organised	Forum	3 forums	Chancellor Project managers Head of Science and Business centre	until 2025
7. To promote public health through scientific and business cooperation activities	7.1. "Wellness Lab" laboratories established by SMK and UAB Estevita	Laboratory	3 laboratories	Chancellor Director Head of Science and Business centre Representatives of UAB Estevita	until 2023
	7.2. A package of Wellness Lab services created for different target groups of society.	Service package	3 paketai	Chancellor Director	until 2023



				Head of Science and Business centre Representatives of UAB Estevita	
	7.3. Commercialized Wellness Lab services	Income	500 000 Eur	Head of Science and Business centre Representatives of UAB Estevita Sales managers	until 2025

## STRATEGIC ACTIVITY PLAN FOR LIFELONG LEARNING 2021-2025

**Strategic aim** – to expand the portfolio of lifelong learning services in order to ensure income diversification within the overall SMK income structure.

The main **objectives** of **LIFELONG LEARNING**:

1. To ensure the dissemination of experiential learning methodology in educational communities
2. To develop the SMK educational products for the implementation of the creative potential of society
3. To create innovative services for the educational community
4. To develop the supply of qualification improvement and retraining services responding to the economic, social and cultural needs of the different regions of the country
5. To develop *HeyReady* in cooperation with companies for talent development.

The main **achievement indicators** of the LIFELONG LEARNING:

- *Income from Lifelong Learning activities account for 30 percent of the total income.*

Measures	Activities	Desired result	Indicator	Responsible person (executors)	Deadlines for implementation
<b><i>Objective 1. To ensure the dissemination of experiential learning methodology in educational communities</i></b>					
1. To implement experiential learning methodology in preschools and general education institutions	1.1. Application of experiential learning methodology to work with preschool and general education institutions.	Adapted methodology	1 methodology	Product Development Manager Researchers	December 2023
	1.2. Dissemination of experiential learning methodology by franchising	The number of franchises sold to schools in Lithuania and internationally	3 franchises	Product Development Manager Educational product Sales Manager	December 2025
<b><i>Objective 2. To develop SMK educational products for the implementation of the creative potential of society</i></b>					
2. Using a digital tool, to monetize the talent of creative and cultural sector representatives	2.1. Creating a digital platform	A digital platform has been created	1 platform	Product Development Manager,	December 2023

				Chancellor, Marketing Department	
	2.2. We Creators product has been developed and commercialized	Received income per year	150 000 Eur /15 per cent increase every year	Product Development Manager, Chancellor, Product Sales Manager	December 2025
	2.3. Development of a service package for new We Creators products (Storytelling)	A new service package has been created	1 package	Product Development Manager	December 2022
3. Create youth-oriented educational services and products by developing lifelong learning habits	3.1. Creation and implementation of Vibelift application	A mobile application has been created	1 application	Product Development Manager	September 2022
		Number of users per year	20 000 new users per year; 20 per cent increase every year	Product Development Manager, Marketing Department	December 2025
	3.2. Development of new Vibelift services for youth and monetization of activities	A new service package has been created	1 package	Product Development Manager	December 2022
		Received income per year	80 000 Eur/ 15 per cent increase every year	Product Development Manager, Product Sales Manager	December 2025
4. To attract external funding for the development and implementation of new products/ services according to the announced public calls for proposals	4.1. Attracting additional financing	Project funding received	2 million Eur	Head of Science and Business Centre, Project Managers Head of International Relations office	December 2025

***Objective 3. To create innovative services for the educational community***

5. To become an accredited centre for the improvement of teachers competences	5.1. Evaluation of institutions, responsible for the improvement of teachers and educators	Accreditation received	1 accreditation	Product Development Manager Head of Science and Business Centre	December 2022
	5.2. Organizing Professional Development events (seminars, conferences, good practice, etc.)	Received income	10 000 Eur/ per year; 20 per cent increase every year	Product Development Manager Sales Manager of Educational products	Annually
6. To become an open platform for advanced educational resources	6.1. Development and publication of educational material	Received income	20 000 Eur/ per year; 15 per cent increase every year	Product Development Manager	December 2024
	6.2. Publishing of educational games	Received income	10 000 Eur/ per year; 15 per cent increase every year	Product Development Manager	December 2025
7. To prepare a program for the acceleration of educational products	7.1. A program for the acceleration of educational products has been prepared	An acceleration program has been prepared	1 program	Product Development Manager Head of Science and Business Centre External consultants	September 2024
	7.2. Acceleration program is implemented	Received income	25 000 Eur / per year; 15 per cent increase every year	Product Development Manager Educational Product Manager	December 2025

***Objective 4. To develop the supply of professional improvement and retraining services, responding to the economic, social and cultural needs of the country***

8. To create and commercialize a package of professional development and reskilling services	8.1. A package of non -formal educational program for adults prepared and registered in the Adult Education System of Employment Service	1 package prepared and registered	1 package	Head of Science and Business Centre, Head of Academic Affairs	December 2022 (updated annually according to market needs)
	8.2. A package of professional development service prepared and registered in Adult Education platform	1 package prepared and registered	1 package	Head of Science and Business Centre, Head of Academic Affairs	December 2022 (updated annually according to market needs)
	8.3. Development account service package for business created	1 package developed	1 package	Head of Science and Business Centre	March 2022 (updated annually according to market needs)
	8.4. Training programs commercialized	Received income	100 000 Eur/ 15 per cent increase every year	Head of Science and Business Centre, Sales Manager, Project Managers	December 2025

***Objective 5. To develop HeyReady in cooperation with companies for talent development.***

9. To develop educational services based on scientific and business cooperation for the development of young talent in companies	9.1. Development of HeyReady young talent training program	1 program prepared	1 program	Product Development Manager	June 2022
	9.2. Development of new HeyReady services	Service package prepared	1 package	Product Development Manager	December 2022

	9.3. Monetization of HeyReady services	Received income per year	120 000 Eur/ 15 per cent increase every year	Product Development Manager, Product Sales Manager	December 2025
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## STRATEGIC ACTIVITY PLAN FOR THE BOOSTING INTERNATIONALISATION 2021-2025

**Strategic aim** – to be a well-known and globally-oriented higher education institution contributing to sustainable growth, social cohesion and societal development.

**The main objectives** of the BOOSTING INTERNATIONALISATION are as follows:

1. To increase the number of foreign full-time students studying at SMK.
2. To achieve international accreditation.
3. To increase the dimension of internationality at home.
4. To promote the international mobility of students and staff.
5. To develop a portfolio of international services.
6. To develop strategic international research and project partnerships.
7. To reinforce the visibility and positioning of SMK internationally.

The main achievement indicators of the BOOSTING INTERNATIONALISATION:

- *1,000 international students by 2025*
- *Number of joint study subjects with recognized foreign partners– 2*
- *100 per cent used funds for international mobility (students and staff)*
- *At least 5 products/ services are offered for international markets; operating income in 2021-2025 – 400 000,00 Eur.*
- *50 per cent R&D activities are created in cooperation with international partners; SMK is a member of at least 5 international associations.*
- *100 active international alumni in foreign countries, representing SMK brand; demand and sales of the offered study programs and other educational products are ensured.*

Measures	Activities	Desired result	Indicator	Responsible person (executors)	Deadline for implementation
<b>Objective 1. To increase the number of foreign full-time students, studying at SMK</b>					
1. To ensure and expand high-quality professional Bachelor studies in English for international students by increasing the number of foreign students at SMK	1.1. Professional Bachelor programs conducted in English	Number of ongoing study programs	Number of study programs conducted in English: 3 programs in 2021-2022 academic year	Head of International Study Programs Study Program Managers	2021 2022 2023-2025

			6 programs 2022-2023 academic year 7 programs 2023-2025 academic year		
	1.2. To prepare a needs analysis for infrastructure development for the increasing number of international students	A needs analysis for infrastructure development has been prepared	1 analysis document	Head of International Study Programs	2021
	1.3. To develop a strategy for attracting international students (updated annually, based on enrolment results and new markets)	A strategy for attracting international students has been developed	1 strategy	Head of International Study Programs Marketing Project Manager	2021 updated annually
2. To develop a system of support for international students, ensuring their full integration at SMK	2.1. Support program for international students for the entire period of study	Support program for international students has been prepared and ensured (including mentoring, career counselling, etc.)	Overall satisfaction with the support program and the services provided is 75% (according to the data of annual international student surveys)	Head of International Study Programs Managers of International Studies, Management Representative for Quality	Continuously
	2.2. To ensure full availability of information in English	SMK documentation is adapted for foreign students, platforms are continuously updated in English (Moodle, www.smk.lt etc.)	100 per cent information available in English	Managers of International Studies	Continuously
	2.3. To run a mentoring program "Student to Student"	Number of student mentors Number of mentor initiatives	Number of mentors– 20 Number of initiatives – 8 (4 every term)	Manager of International Studies	Anually



	2.4. To ensure the accessibility of SMK activities for international students	Holidays, events information on notice boards in English	100 per cent information for students provided in English	Managers of International Studies	Continuously
3. To establish a scholarship fund for talented underprivileged international students	3.1. To analyze the existing programs of scholarship funds, to prepare the necessary documents and procedures for the establishment of scholarship fund (talent scholarship, social scholarship, community leaders scholarship, etc.)	The analysis has been carried out. The necessary documents have been arranged (requirements, obligations, etc.).	1 analysis Necessary documents prepared Information available at www.smk.lt	Head of International relations office, Managers of International Studies	2021
	3.2. To provide scholarships to cover tuition fees for talented foreign students	Number of scholarships awarded	4 scholarships per year	Managers of International Studies	Start in autumn 2022 until the end of 2025
<b>Objective 2. To seek international accreditation.</b>					
4. To seek international quality recognition of study programs conducted by SMK	4.1. To carry out accreditation analysis of international business programs	International analysis of business programs accreditations	Documents have been arranged At least three potential accreditations have been selected	Head of International relations office	2021
	4.2. To participate in international rankings of higher education institutions U-Multirank	Percentage of SMK indicators assessed as "very good" and "good"	More than half (about 60 per cent) of SMK indicators are assessed as "very good" or "good".	Management Representative for Quality	Annually
<b>Objective 3. To increase the dimension of internationality at home.</b>					
5. To integrate intercultural competencies into the content of study subjects of ongoing study programs	5.1. On the basis of <i>blended learning</i> , a package of studies for the 1st year students and less mobile study programs has been prepared	A package of study subjects has been prepared	The document is arranged	Head of International relations office Study Program Managers	Annually since 2022
	5.2. Agreements have been signed with recognized, highly ranked foreign higher education institutions for the implementation of study subjects/ modules	A number of higher education partners	At least 2 higher education institutions	Head of International relations office Study Program	Annually since 2022

				Managers	
	5.3. An optional subject in English is conducted for students of all study programs in all branches	An optional subject in English is taught in all SMK branches every term	1 optional subject in English	Study Program Managers; Head of Academic Affairs	Annually
	5.4. The number of foreign lecturers involved in the implementation of international study programs	Number of foreign lecturers	5 foreign lecturers	Head of International relations office	Since 2022
<b>Objective 4. Promotion of international mobility of students and staff.</b>					
6. To implement international mobility programs for staff and students by encouraging their active participation and greater motivation to gain international experience	6.1. To implement staff and student international mobility programs in EU and non-EU countries.	Growing number of outgoing students per year	5 per cent of outgoing students per year	Head of International relations office Erasmus+ Institutional Coordinator	Continuously
		Growing number of outgoing employees (teaching visits) per year	At least 15 teaching mobilities per year	Head of International relations office Erasmus+ Institutional Coordinator	Annually
	6.2. Mobility of visiting lecturers has been implemented \	Mobility of visiting lecturers	At least one lecture by a visiting foreign lecturer for all groups, in all SMK branches per semester	Head of International relations office Erasmus+ Institutional Coordinator	Annually
	6.3. To apply for international and national programs supporting international mobility of students and staff	Projects have been prepared and approved	At least 2 applications for international and national programs supporting	Head of International relations office	Annually

			international mobility of students and staff have been prepared and received funding		
	6.4. To carry out quality monitoring and evaluation of mobility program results	Percentage of satisfaction with mobility experience	Overall satisfaction with mobility experience more than 95% (according to Mobility Tool system data)	Head of International relations office Erasmus+ Institutional Coordinator	Continuously
	6.5. To make the use of funds of the Erasmus+ program more efficient	To use all allocated funds according to the expected number of mobility	100 per cent allocated funds for international mobility were used	Head of International relations office Erasmus+ Institutional Coordinator	Continuously
	6.6. To develop a network of high quality international partners for the implementation of mobility programs in the EU and non-EU countries (ensured distribution of partners according to study programs, the number of signed inter-institutional agreements with reliable foreign companies in non-EU countries for the implementation of student internships)	1. Number of partners according to study programs 2. Number of inter-institutional agreements signed with reliable foreign companies in non-EU countries for the implementation of student internships	1. Students of all study programs have an opportunity to choose from at least 5 higher education institutions for international mobility 2. 5 contracts with foreign companies in non-EU countries for student internship	Head of International Relations Erasmus+ Institutional Coordinator	Continuously
<b>Objective 5. Development of international service portfolio.</b>					
7. To develop and offer international educational products	7.1. To realize the expected portfolio of international products/ services	The portfolio of international products/ services has been prepared and approved	At least 5 products/ services have been identified	International Relations office (all employees)	2021
	7.2. To conduct sales of international products/ services	Income from international products/	At least 50 000,00 Eur.	Product developers	2023

		services		Head of International Marketing Projects	
	7.3. To prepare summer course programs	Number of prepared programs; Number of participants in the programs; Received income, Eur	Three summer course programs have been implemented; Number of participants 60. Incomes: 30 000 (500 Eur. x 60 persons.)	Head of International relations office	Annually since 2023
	7.4. English program for beginners for foreign students	Number of participants; Received income, Eur	50 participants; Income – 70,000 Eur.	Head of International Studies	Annually

**Objective 6. Strategic international and project partnerships.**

8. To reinforce academic partnerships and cooperation in the priority areas of SMK by raising SMK brand awareness	8.1. To conduct joint research and R&D projects with recognized higher education institutions	Number of joint research and R&D projects; Number of joint conferences with strategic international partners	50 per cent R&D activity carried out in cooperation with international partners. Two international conferences/ events are organized annually on a joint basis with international partners	Head of International relations office Erasmus+ Institutional Coordinator Research group	Annually
	8.2. To prepare projects for international programs according to the peiority areas of SMK and to become involved as partners in international projects	1. Number of applications for international programs prepared annually 2. Number of international projects joined as partners annually	1. 2 international projects are prepared every year 2. Participated in 5 international projects every year	Head of International relations office Erasmus+ Institutional Coordinator	Annually

9. To participate actively in the activities of international associations as a member in accordance with the priority areas of SMK (draft projects, participation in annual assemblies with reports, involvement in the activities of governing bodies of international associations )	9.1. Participation in the activities of international associations	1. Membership in international associations 2. Number of SMK representatives participating in annual assemblies with reports	1. SMK is a member of at least 5 international associations 2. Five SMK representatives participate with presentations in annual assemblies of associations.	Head of International relations office Study Program Managers, Lecturers	2023 annually
	9.2. To participate in international academic events, exhibitions as active members, speakers (To introduce SMK in most important international academic events, exhibitions (NAFSA, EAIE, etc.)	Number of international academic events and exhibitions with SMK representatives as speakers	Attended at least 2 international academic events, exhibitions as speakers annually	Head of International relations office Head of International Marketing projects	Annually
<b>Objective 7. To reinforce the visibility and positioning of SMK internationally.</b>					
10. To carry out active marketing activity ensuring visibility of SMK internationally	10.1. To prepare the strategy of international marketing	The strategy of international marketing has been prepared and is being implemented	The strategy of international marketing has been prepared	Head of International Marketing Projects Marketing Department Manager	June 30, 2021
	10.2. To carry out SMK presentations on specialised study search platforms and constantly update information on study search platforms	Number of specialised platforms where SMK is introduced	SMK is introduced on one specialised platform	Head of International Marketing Projects International Study Program Manager	Annually
	10.3. To carry out continuous dissemination of information about SMK to Erasmus+ partners (information related	Number of newsletters in English about SMK	Four newsletters 4 per year	Head of International relations office	Every quarter

	to SMK studies and international educational products is provided to partners annually)	studies and international educational products		Marketing Projects International Study Program Manager	
	10.4. To organize an international alumni community (Erasmus+ full time students)	Number of active international alumni in foreign countries representing SMK brand	100 active international alumni in foreign countries representing SMK brand	Managers of International Studies Head of International Marketing Projects	Continuously since 2022
	10.5. To bring together existing international student- ambassadors	Student-ambassador program is being implemented	Twenty student ambassadors have been selected for each priority market	Managers of International Studies Head of International Marketing Projects	Continuously since 2022

## STRATEGIC ACTIVITY PLAN FOR THE INFRASTRUCTURE DEVELOPMENT 2021-2025

**Strategic aim** – to create an infrastructure based on open spaces, modern technologies and engineering solutions, including the integration of the science, education and business sectors, which would be a centre of attraction, an attractive space for socialisation, interaction, independent learning and community gathering.

The main **objectives** of the INFRASTRUCTURE DEVELOPMENT:

1. Development of the study complex in Vilnius.
2. Infrastructure implementing the holistic society model.
3. The use of SMK spaces for society gathering.

The main **achievement indicators** of the INFRASTRUCTURE DEVELOPMENT:

- *A study campus complex with co-living spaces was built in Vilnius.*
- *The Holaxy complex project in Klaipėda (Holistic Human Development Center) is ready and approved.*
- *Construct and equip new buildings for studies in Kaunas and Klaipėda.*

Measures	Activities	Desired result	Indicator	Responsible person (executors)	Deadline for implementation
<b>Objective 1.. Infrastructure of the study complex in Vilnius.</b>					
1. To prepare a project of study complex with integrated co-living spaces in Vilnius	1.1. To select a place, to coordinate with the developers regarding the construction of the object	A development agreement was signed	1 development contract	Chancellor	January 2021
	1.2. To arrange financing	A financing or loan agreement was signed	5 million Eur loan	Chancellor	September 2021
	1.3. To prepare a technical project and obtain a construction permit	The study complex has been prepared, a construction permit has been received	1 construction permit for the complex	Chancellor	September 2021
	1.4. To organize construction work and ensure the building is ready for operation	The study complex in Vilnius has been built	1 complex has been built	Chancellor; Head of Infrastructure; Head of Economy	December 2023
<b>Objective 2. Infrastructure implementing the Holistic society model.</b>					

2. To implement the principles of energy sustainability in order to save resources and reduce climate change	2.1. To prepare the concept of Sustainability Management and practical implementation plan	The Sustainability management concept has been prepared; practical recommendations, introductory events and public discussions	1 concept of sustainable use of resources	R&D Manager Marketing Department Manager	February 2021
	2.2. To implement the principles of sustainable use of resources (zero waste, circle production) SMK bistro	The plan has been prepared and implemented	1 plan	R&D Manager	June 2021
	2.3. To prepare SMK internal and external communication strategy, promoting sustainable consumption, green economy and decarbonization	Communication strategy and a plan for its implementation have been prepared	1 communication strategy and a plan for its implementation	R&D Manager; Chancellor; Marketing Department Manager	February 2021
3. To prepare the architectural vision and technical project of Holaxy complex in Klaipeda	3.1. To carry out the technology stage: to organize architectural competition; coordinate the technical project and other construction design and project coordination work	`	1 contract signed	Chancellor; Author of initiative T. Butkus	1 April 2021
		A technical project has been prepared	1 technical project	Chancellor; Author of initiative T. Butkus	September 2022
	3.2. To arrange the building presentation and implementation business plan for investors	The presentation of the project to investors has been prepared	1 project presentation	Author of initiative T. Butkus Marketing Department Manager	January 2021
	3.3. To coordinate fundraising with investors	Investment in the development of the building have been attracted	30 million Eur	Chancellor	April-December 2021
	3.4. To carry out the construction: preparatory work, basic structures; enclosing structures and facade systems, furnishing of interior spaces	Holaxy complex in Klaipeda has been constructed	1 H3 complex in Klaipeda	Chancellor; Author of initiative T. Butkus;	2022-09 – 2024-12
	3.5. To complete the development stage of the Holaxy complex: technologies and sensors, environmental welfare work, creation of monument to humanity, installation of a park.	The Holaxy complex has been finished and equipped.	1 Holaxy complex has been built and equipped	Chancellor; Author of initiative T. Butkus; Head of Infrastructure	January-December 2025



<b>Objective 3</b> <i>The use of SMK spaces for community gathering.</i>					
4. To build and equip Klaipėda building, prepare it for operation, integrate into the infrastructure and operating model of the Baltic Innovation Park	5.1. To organize the construction work and ensure the building is ready for operation and smooth moving process	The building has been constructed and equipped	1 building equipped	Head of Infrastructure; Director; Chancellor;	1 November 2021
5. To build and equip Kaunas buildings and prepare them for operation	6.1. To organize the construction work and ensure the building is ready for operation	A complex of buildings for studies has been constructed in Kaunas	1 building constructed and equipped for studies 1 building renovated for co-creative activities	Head of Infrastructure; Head of Kaunas branch; Chancellor	1 February 2022
	6.2. To complete renovation of the building (794,18 square metres) for co-creative activity and open it for the needs of Aleksotas community				