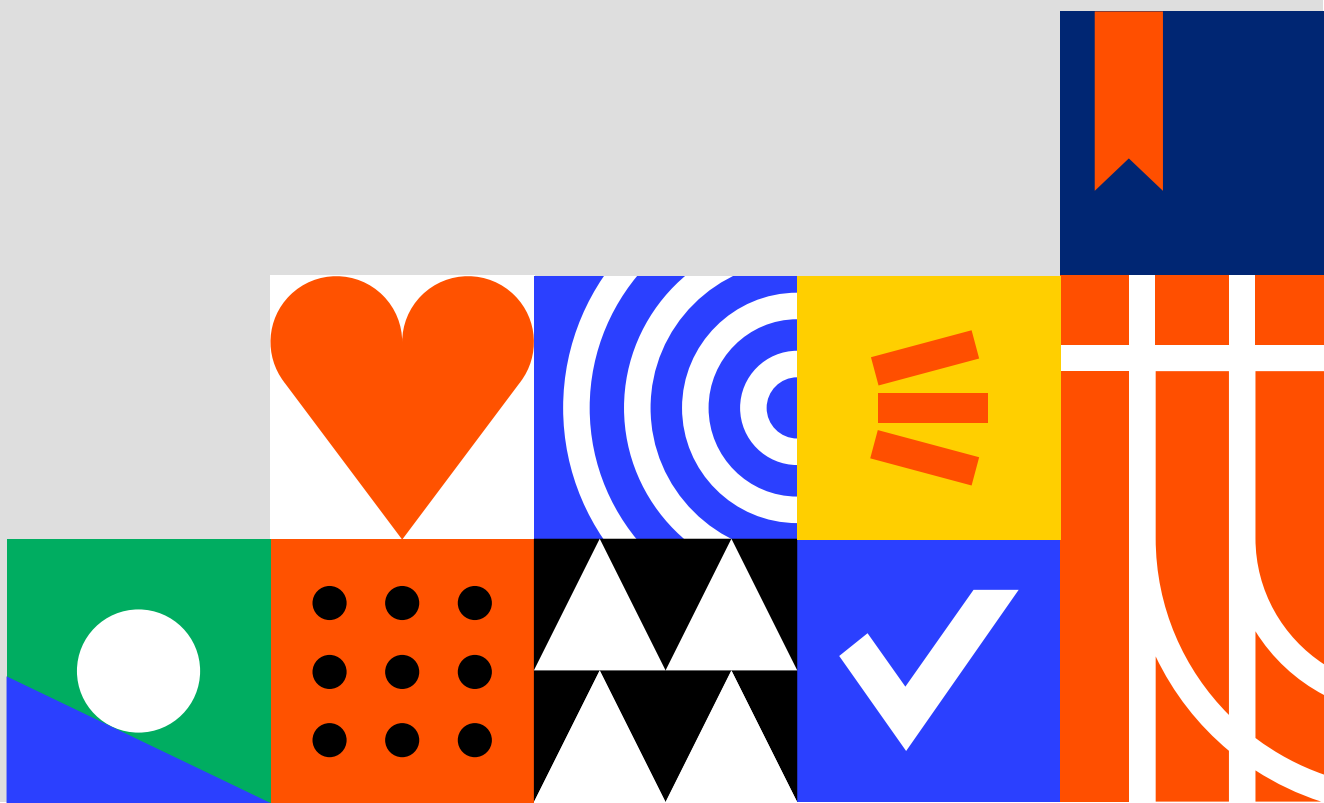


SMK

LONG-TERM STRATEGY 2030



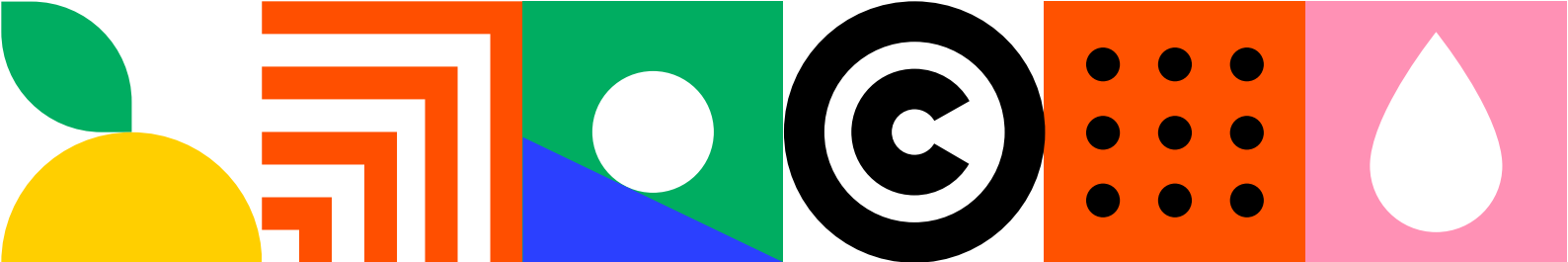


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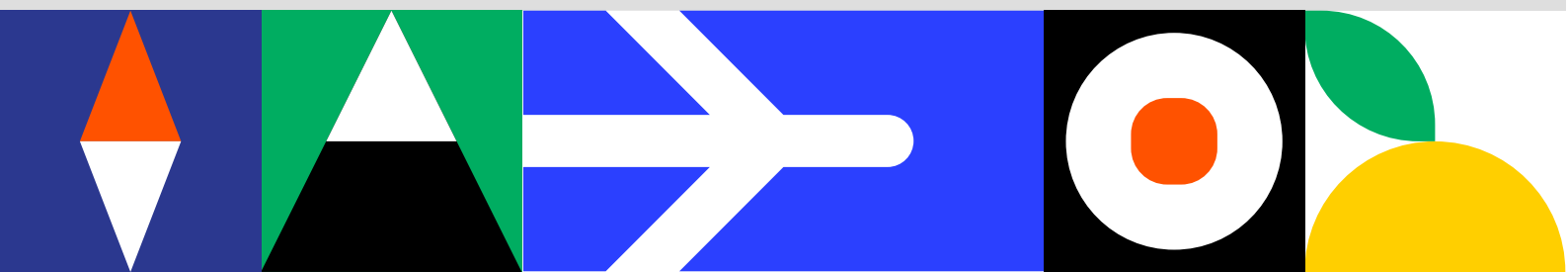
SMK2030 **future projections** at a glance



As SMK dates back nearly three decades, our view of the future is both retrospective and prospective. After all, through growing the organisation, we have also been building its history, traditions, and culture. We have expanded not only in numbers but also in knowledge, experience, and lessons learnt. This has become the core of the organisation – the centre of ideas, creativity, and performance as a gathering point for enthusiastic, courageous, and active people.

All this while, we have been developing a learning organisation, which is now entering into a stage of maturity and is ready to transform knowledge into organisational wisdom. Therefore, the framework of SMK future development is defined by the aspiration of collective evolution that unites people for co-creation and new sense-making. In the future, we must become such an organisational system where an individual is part of an all-encompassing medium of development, creativity, and work in which not only individual potential is being unlocked but also the common future of humanity is being developed. We aim to be the initiators and promoters of meaningful transformations in the education system, who show the way to a more advanced, sustainable, and aware society for both ourselves and others.

Shareholder,
Gabija Skučaitė

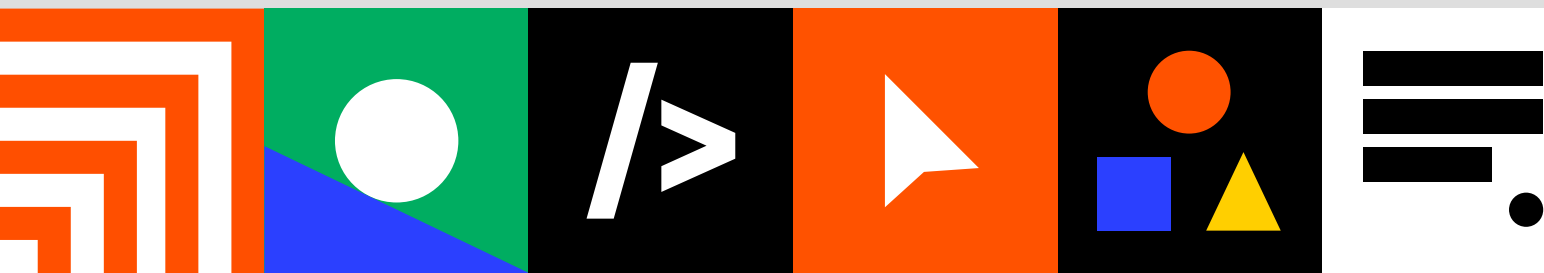




People are the foundation of the organization. People who create and innovate, who are not afraid of taking risks, who are brave in their activity, who value the experience they get, and who rejoice at the results they achieve. The potential of such people is an engine of the activities and development of the organization, allowing to set and achieve ambitious goals, create the diversity of meaningful activities and form value-based organizational identity.

In setting the directions for the development of SMK, it was extremely important to devote our attention to the creation of friendly environment and team-based experiences, to the engagement of joint human potential, to setting conditions for continuous improvement, to the communication of positive educational experiences and to holistic personal development enabling the contribution of each employee to the growth of the organization.

Director,
Viktorija Palubinskienė





PURPOSE OF THE LONG-TERM STRATEGY 2030

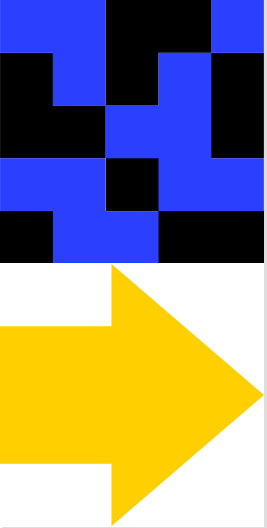
The Long-Term Strategy 2030 of SMK University of Applied Social Sciences (SMK) is a document that presents how SMK will be developing in the 2020-2030 perspective. This document defines the future vision and mission, as well as identifies the areas of improvement that will be the main focus of attention. The future projections presented therein are SMK operational guidelines, on the basis of which SMK activities will be developed and improved and the necessary changes will be initiated.

The Long-Term Strategy 2030 is detailed in the Strategic Action Plan 2021-2025. In this plan, an overview of the SMK operational context is provided based on political, economic, social, and technical factors, an analysis of weaknesses, strengths, opportunities, and threats (SWOT) is conducted, strategic priorities for 2021-2025 are set, and plans for strategic operational directions are presented. These action plans detail specific aims and objectives, measures, and criteria (results and indicators) to measure their achievement. Moreover, deadlines for the achievement of the aims and objectives, as well as the responsibilities for their implementation are foreseen.

Annual action plans are prepared each year for the implementation of the Strategic Action Plan with short-term operational objectives in line with the aims and objectives of the Strategic Action Plan set therein.

Strategic planning documents

Duration perspective for the planning period	Long-term perspective	Medium-term perspective	Short-term perspective
Planning document	Long-Term Strategy	Strategic Action Plan	Annual Action Plans
Planning period	10 years	5	1



ORGANISATIONAL IDENTITY

Values and philosophy

The SMK's future strategy is primarily based on the organisational philosophy and values. It is the backbone of the organisation uniting people, the environment, objects, ideas, and creations like cells. It becomes the living body of the organisation, pulsating with life and embodied in collective performance. An evolving, embodied and living organisation creating along with people and for the future of people – this is how we see SMK in the ten-year perspective.

SMK is a values-based, empathetic and complex organisation, where strong bonds between people and the environment weave a new fabric of society. Within this fabric, new organisational and community formations are created, ideas are generated, and the empowered combined people's potential is unlocked in line with the accumulated experiences. The roles and responsibilities of the community are defined through various social practices such as strategic sessions, meetings, informal discussions, appreciation, and encouragement. These practices help to create a values-based foundation for expected behaviour related to specific roles, and the continuous strengthening of expectations creates and maintains a role structure that is the basis for forward-looking planning.





The balance between traditions and novelty

The future of SMK also relates to the transfer of values and identity of the past, while remaining agile to changes and challenges that arise in a socio-cultural context and an environment of economic change. Further growth of the organisation depends on the capabilities and commitment of our community to maintain traditions and relate them to future projections. Our organisational identity and our ability to learn from ourselves are based on the traditions created and rooted in the community. These organisational qualities allow to maintain a community spirit and provide motivation to work and a sense of meaning to our everyday actions. At the same time, SMK is an organisation that adapts quickly to changes, and such adaptability and flexibility are related to its ability to respond quickly to contextual factors and exogenous changes. The balance between traditions and novelty, as well as the ability to unite what already exists with what is to come, are prerequisites for further development and growth of SMK as an organisational formation.

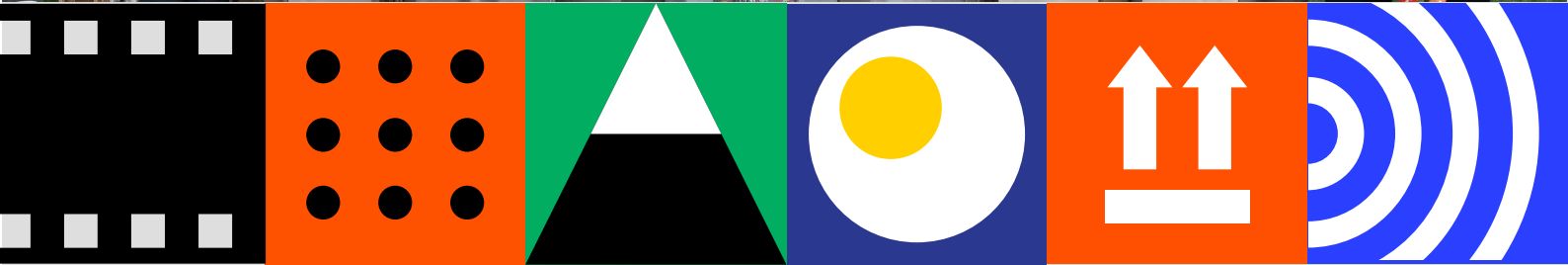
Holistic approach

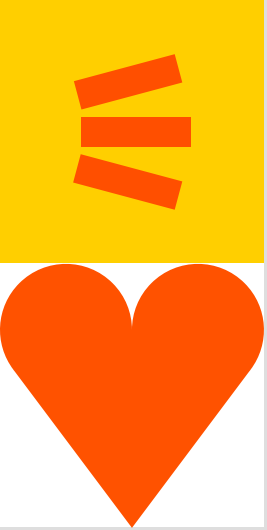
Operating in the education and research sector, SMK must become a roadmap for future transformations which charts the way to sustainable and harmonious societal progress. By being aware of the global socio-economic and geopolitical changes and the challenges they pose, we see SMK as an organisation that takes an active role in promoting a holistic and harmonious co-existence and evolution of society. We see future SMK as an ecosystem in which closely related educational, business and social relationships between organisations and communities shape a society of new awareness and progress, and SMK is the space and the medium for such changes. It brings people and organisations together and creates bonds between them, promoting values-based leadership, learning based on the search for meaning and sense-making, and a highly ethical business culture.



Collective sense-making

As we move into a new stage of organisational growth, we recognise the importance of sense-making in organisational learning and change management. In order to achieve this, the development of new social practices is required to transform implicit knowledge into organisational knowledge and subsequently organisational wisdom. This must foster a qualitative transformation at the core of which is a learning and knowledge-receptive organisation, capable of preserving and transferring knowledge both internally and externally. Therefore, it is necessary to develop new socio-material practices in which knowledge is not only learned but also embodied in action. Practice-based sense-making is a new horizontal priority in the organisational transformation of SMK. The sense-making perspective is a cognitive shift at the levels of organisational perception and action. It allows involving members of our community in the creation of new practices while simultaneously learning and exploring new meanings.





SMK VISION, MISSION AND VALUES

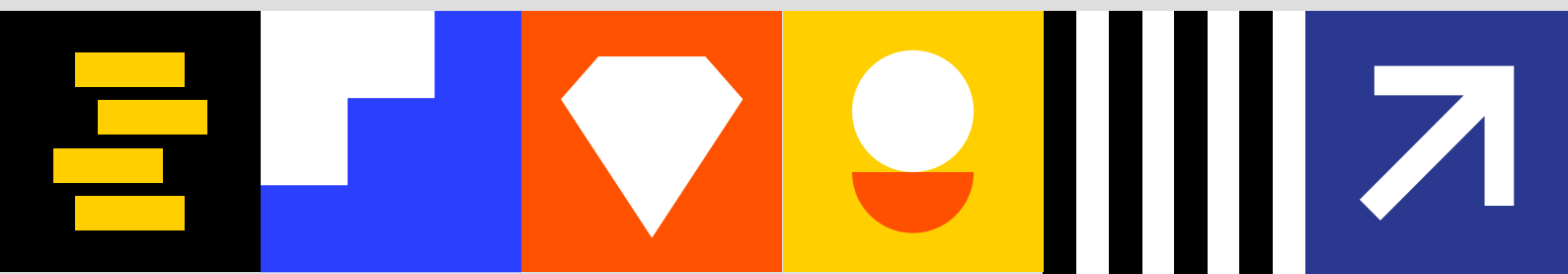
We see sense-making as the key roadmap for further strategic development, for which we use the interpersonal, socio-cultural, and institutional context. As organisations are constantly being created and recreated, we need to be open and agile to changes and take into account contextual factors in order to fortify sense-making. By developing our performance and activities through values-based leadership, teaching (learning) based on the search for meaning and sense-making, and fostering a highly ethical business culture, we aim to meet the individual, regional, and national economic, social and cultural development needs.

Vision 2030

SMK Vision 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.

We see the achievement of the SMK **vision** in an ecosystem of educational, business, and social organisations and community connections, which is characterised by:

- ✓ Values-based leadership;
- ✓ Learning based on the search for meaning and sense-making;
- ✓ A highly ethical business culture.



SMK mission

The SMK **mission** describes the purpose of the higher education institution and the substantial nature of the organisation itself.

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.

The mission distinguishes three-level statements aimed at a different-level impact and scale.

The fundamental purpose of the mission is to meet the needs of people and society for lifelong learning and open up possibilities and provide opportunities for such learning. Fulfilling this part of the mission, SMK serves as a space of learning opportunities, where diverse learning forms, conditions, and environments are developed both physically and virtually.

The second level of the mission is creating scientific knowledge and transforming it into economic and social progress promoting innovations. While fulfilling this part of the mission, SMK takes on an active role in creating the knowledge networking, fostering academic entrepreneurship, creating new scientific knowledge based products, and constructing a harmonious business and science ecosystem.

The third level of the mission is the highest level, ideologically based part of the mission, aimed at influencing the development of society. Through the holistic approach to the processes of social development, SMK aims to be the initiator and promoter of meaningful transformations, that gathers people and organizations around itself for collaborative work and sense co-creation. Sense-making becomes the basis for organisational and individual learning and a collaborative process in which meanings are not only articulated but also actualised through shared social practices and actions. Actions, in which meaning codes are being created and shared meanings are being constructed, are the ideological and axiological basis for the harmonious coexistence of organisations and individuals.



SMK values

Openness – SMK fosters a culture of openness, accepts and encourages the opinion of community members, supports their initiatives, communicates openly and directly with social partners, and establishes new relations to achieve strategic goals.

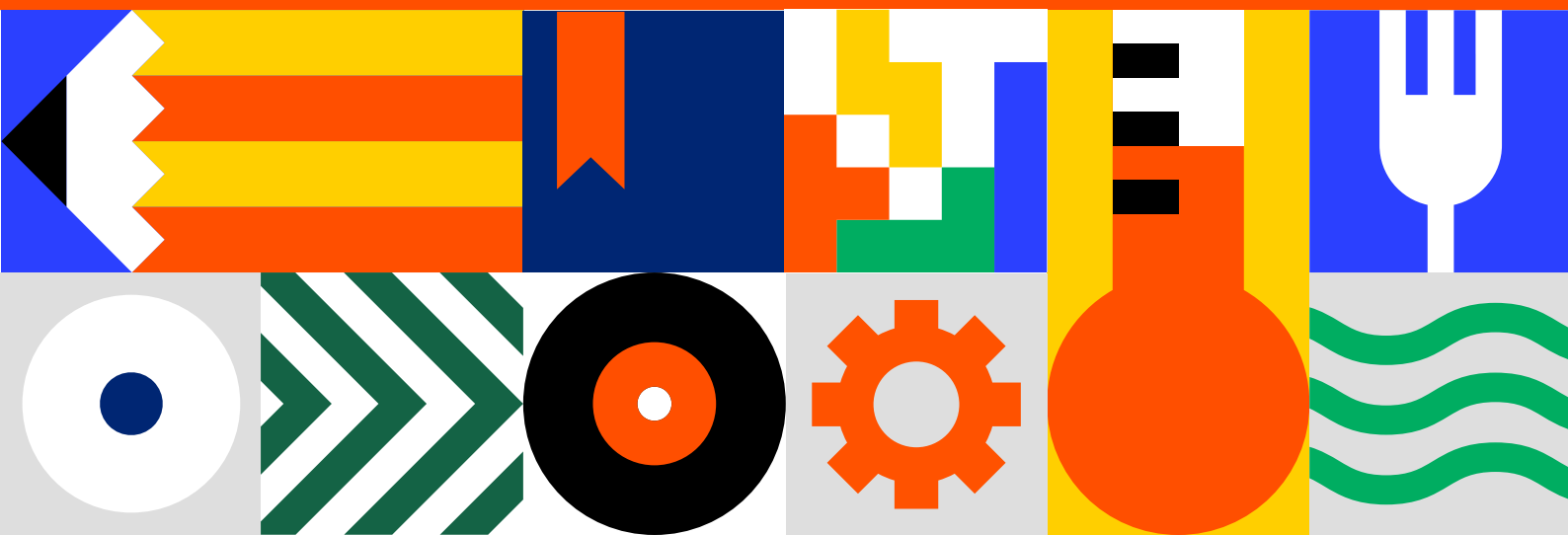
Diversity and inclusion - SMK maintain an open attitude and support for diversity and inclusion in order to meet the needs of a global society, as well as to remain competitive and empathetic. We see diversity and inclusion as an opportunity to be creative. In our activities, we adapt infrastructure, learning paths of learners, and learning materials considering individual needs.

Social responsibility – our activities are guided by socially responsible approach, employing the intellectual and creative potential of our community members in order to contribute to solving important societal challenges.

Community spirit – teamwork and the achievement of strategic goals by cooperation and mutual help are valued. The SMK achievements are the achievements of the entire community.

Personal growth and development – organisational and individual growth and development, learning, continuous qualification improvement, testing innovations, quick and agile response to changes are encouraged.

Our VALUES reveal what is important to our community, and what standards we set for ourselves and our partners in order to achieve our vision and long-term goals.





SMK OPERATIONAL PRIORITIES (2021-2030)

Vertical and horizontal priorities are formulated to achieve the strategic objectives of SMK.

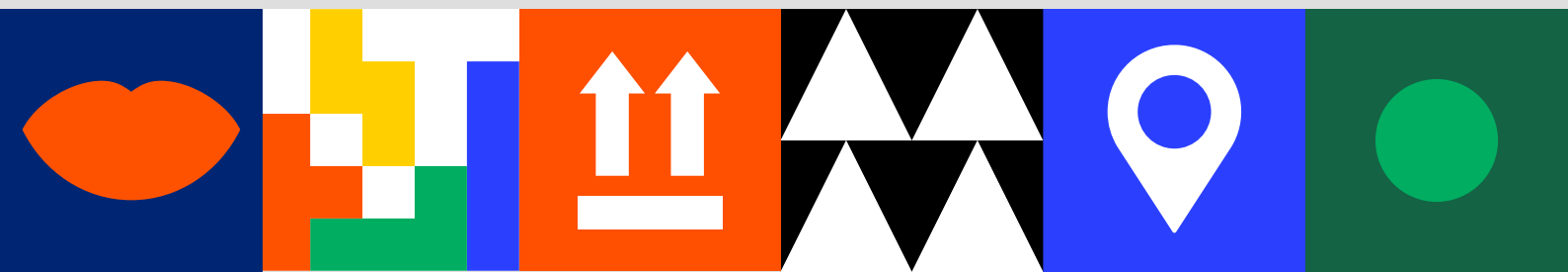
The vertical priorities

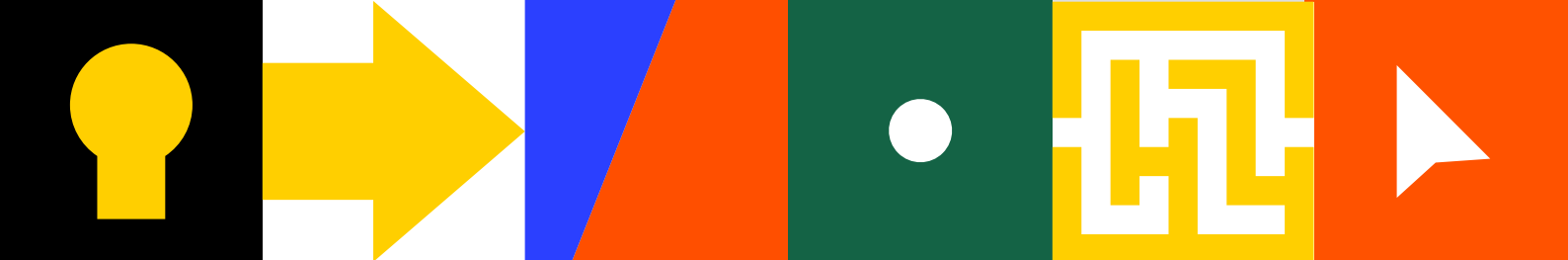
The vertical priorities reflect the main operational directions.

Three strategic priorities for the SMK's main operational directions are identified in the Strategy:

Operational Direction	Studies	Lifelong Learning	Applied research activities
Priority	Studies based on experiential learning and applied research	Provision of lifelong learning services that meet regional and national needs	Entrepreneurship and impact for societal development based on business and science cooperation

The horizontal priorities are broad, all-encompassing benchmarks for the development of SMK as an organisation, establishing how are we working to achieve changes, ensure growth, and improvement in key operational directions.





Horizontal priorities

1. Development and learning of the organisation based on sense-making.
2. Boosting internationalisation.
3. Sustainability and digitalisation.

- ✓ **ORGANISATIONAL DEVELOPMENT AND LEARNING BASED ON SENSE-MAKING:** this priority emphasises the importance of organisational development and learning, learning based on the search for meaning and sense-making, including the organisational identity, its brand, as well as its internal and external communication.
- ✓ **BOOSTING INTERNATIONALISATION:** integration of the global dimension in all areas of SMK activities.
- ✓ **SUSTAINABILITY AND DIGITALISATION:** outlines the importance of the green and digital transformation in SMK academic and organisational activities.

The benchmarks, foreseen actions, and pursued transformations for the development and growth of SMK are presented in the Future Projections 2030, and the detailed movement towards these changes and the concrete quantitative and qualitative indicators are presented in SMK 2021-2025 Strategic Action Plan and in the annual plans.





SMK 2030 FUTURE PROJECTIONS AT A GLANCE

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.

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.

2030 objectives

Studies and science

To develop formal education by creating a value chain of learning at different levels, based on experiential learning and knowledge of applied research.

Lifelong Learning Services

To develop engaging educational innovations that unlock human potential to meet the complex educational needs of society.

Science-business cooperation

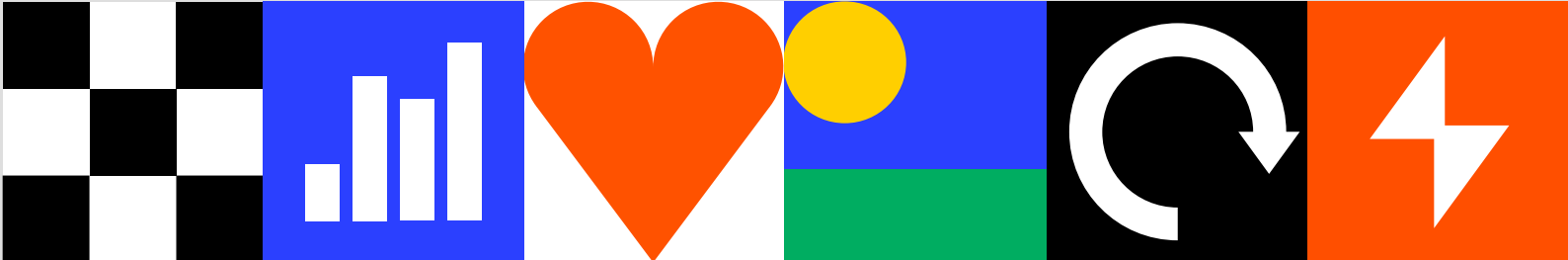
To develop cooperation-based business innovations contributing to sustainable societal progress and a competitive economy.

Vertical priorities

Studies based on experiential learning and applied research

Lifelong learning services that meet regional and national needs

Entrepreneurship and impact for societal development based on **business and science cooperation**



Changes

The formal learning chain has been developed, ensuring a holistic improvement cycle that is recognised and valued by employers, learners, and education policymakers.

Educational innovations in line with the regional and national economic, social and cultural needs are developed which contribute to the SMK income diversification.

The creation of business innovations and commercialization of research results have been strengthened by developing a culture of entrepreneurship and social responsibility at SMK.

Success criteria

A formal learning chain with a profitable number of learners and is implemented; learning based on the results of the recognised applied research (art) activities is ensured.

During 2028-2029, the status of a University of Applied Sciences obtained, and the possibility to conduct professional master's studies is granted, considering the achieved expert evaluation results of the R&D of colleges of higher education in accordance with the methodology approved by the Ministry of Education, Science and Sport of the Republic of Lithuania.

A profitable service portfolio which creates substantial and recognised value for the region, country and society, with an equal weight in the overall structure of SMK activities.

Business-science cooperation, as well as knowledge and technology transfer activities and their scope developed.

Transformational projects for SMK 2030

Level 4 and 5 vocational training programmes to meet the regional needs for new knowledge and skills-intensive companies

The development of an open creative innovation platform WeCreators by using it for digitalisation of experiential learning, promotion of science-business networking and academic entrepreneurship. The open platform for creative innovation serves for the creation of experiences by joining the potential of business organisations and creators.

The development of an accelerator programme for co-creation-based innovations creation.

Transformational projects for SMK 2030

Level 6 studies focused on a high transferability that provide a balance of theoretical knowledge and practical skills and combine structured thinking and worldview with the development of an open-minded and creative personality

Further development of the youth movement VibeLift by providing motivational, educational and psycho-emotional support for young people.

Development of incubation services programme focused on SMEs and talents.

An adequate preparation, as well as the implementation of legal and organisational changes seeking to obtain the status of a university of applied sciences

Further development of career management services based on science-business cooperation for young talents education.

The establishment and support of start-ups and spin-offs.

International study programmes developed in cooperation with foreign higher education institutions

The expansion of educational changes movement Eduaction and development of educational innovations and educational services.

The development of the business-science networking by developing a platform Collectiv.io for collective intellect and knowledge sharing.

Horizontal priorities

Development and learning of the organisation based on **sense-making:** the engagement of the community in sense-making and learning, co-creation of new practices, and strengthening of the organisational identity.

Boosting internationalisation: integration of the global dimension in all areas of SMK activities.srityse.

Sustainability and digitalisation: green and digital transformation in SMK academic and organisational activities.