KTU RESEARCH AND HIGHER EDUCATION RENEWAL PROGRAMME
AND IMPLEMENTATION PLAN
2013–2014

I. GENERAL PROVISIONS

1. Kaunas University of Technology (KTU) Renewal Program (hereinafter the Program) is the framework document for the implementation of Kaunas University of Technology Strategy 2012-2020 (approved by the University Council Resolution No V7-T 0-1 of 27 January 2012) implementation document. KTU (hereinafter the University) strategy is based on the University’s traditions and strengths, namely the links with business and industry, a wide range of technology-related studies and research as well as the growing needs of the country and the development of international trends. Aiming to become a leading university successfully competing in the international arena the University has identified key priorities: the unity of higher education and research, cohesion with industry, business and the public sector, strong areas of science, interfiled and interdisciplinary research and studies, international recognition of the development and transfer of modern knowledge and innovative technologies. The strategy is directed towards the enhancement of the University’s responsibility to the society and the country by developing the activities aimed to improve the quality of life and accelerate the development of statehood.

2. The Program is based on the University Statute approved by the Republic of Lithuania Seimas Resolution No XI-2149 of 28 June 2012.

3. Pursuant to the University’s strategic objectives, the Program defines the University renewal goals and objectives for 2013-2014. The program can be supplemented and revised in subsequent years of strategy implementation.

4. The Program provides the essential principles of education and research management reform, which should ensure a high international level of scientific research and its inter-field and transdisciplinary development, open and flexible education and problem-based learning programs as well as innovative teaching and learning methods, the ability for students to access the University’s research and educational resources, comfortable and supportive environment, the attractiveness of the University for students, teachers, business and social partners.

5. The success of the programme also depends on other important aspects in the University’s reform: finance and asset management model complying with the possibilities provided by the status of a public enterprise, the optimization of administrative management structure and infrastructure, the development of information system, strengthening of the University’s image and of communication, investment projects etc.

6. The programme has been designed in accordance with the University Council Resolution No. 13 of 13 December 2012 on the University’s renewal directions, extensive discussions held in January – February 2013 by the University academic units, committees of the
Council and the Senate, and also the proposals of the working group regarding the modernization of higher education and the improvement of education and research organizational structure at the University. In 2012 the report on the optimization of the University’s performance management optimization was done by Ernst & Young Baltic.

II. ANALYSIS OF THE CURRENT SITUATION

7. Since its establishment (1922) the University is considered to be one of the country’s leading higher education institutions that educates the biggest part of engineering and research professionals for the country’s economy, in the past 20 years having developed the studies of social sciences, humanities and arts, having been recognized as the leader of contracted research and international science projects, having demonstrated high scientific level in numerous scientific publications.

8. Higher education at the University is based on the scientific knowledge, the aim to develop modern competencies of graduates and to ensure the success of their professional career. To this end education and research facilities and numerous methodological resources accumulated during the years are used, more than thousand teachers and researchers work together with students. The University has always been the leading implementer of information technologies in the education process, has developed an internal higher education quality assurance system, is involved in Lithuanian higher education reform processes.

9. The last few years have shown that the number of students decreases due to the state policy towards universities and the decreasing number of entrants, the low interest in the studies of technology and natural sciences, and often insufficient flexibility and the quality of the studies. It has to be admitted that the introduction of advanced teaching and learning methods at the University is slow; interdisciplinarity in education is insufficient; too little attention is paid to the development of social and civic responsibility. Higher total costs caused a significant drop of investment in education facilities, whereas with lower number of students the existing infrastructure is used inefficiently.

10. The study programmes meet the national accreditation requirements, but more than a third of them are accredited not for the maximum of six, but only for the three-year period. Though this is one of the best indicators in the country, there is a reason to be concerned. The programmes accredited for a shorter period are often closed down, they are delivered only by one academic unit, which, in order to continue the existence, does not include other units in the delivery of the study programme, does not invite new teachers, and does not have opportunities to improve the facilities and methodological framework. In addition, only one-third of the programmes offer students a choice of minor studies, give freedom to plan longer placements.

11. The responsibility for declined attractiveness of the study programmes partially falls to the study programme committees in the faculties, which do not include other departments of the University into the delivery of study programmes, limiting only to the competence of the faculty teachers. Due to the isolation of the committees some study modules are overlapping, similar content programmes are delivered. Therefore, more effective actions are necessary to coordinate the designing of study programmes in the faculties and to supervise their delivery.

12. The University documents provide that half of the teacher’s workload must be taken by teaching and the other half by research, methodological, educative, organizational, expert and other activities. The procedure explaining how to replace the teaching time with research or other type of work is not available. The number of contact hours is too high as the numbers of students in the classroom are low. Not enough attention is given to students’ self-study time, interdisciplinary approach to problem solving. Research units, their staff and external professionals are insufficiently involved in the education process.

13. Not all engineering and technological faculties are located in the campus where all basic research facilities and instructional laboratories are concentrated; therefore equal learning
opportunities for all students are not ensured. Moreover, instructional laboratories are spread over all different units and buildings, they also need upgrading. Most of the laboratories are not suitable for open access and they cannot be used one-and-a-half shift or two shifts due to the narrow specialization and the shortage of skilled support staff.

14. The principles of competitive hiring and certification of teaching and research staff are not flexible enough, they are insufficiently based on internationally recognized R&D indicators, the assessment of teaching activities; besides, internationality and citizenship competences and professional development of teachers and researchers is insufficient.

15. The Current Academic Information System (AIS) is best adapted to the needs of the administration; there are not enough functions for teachers and students. AIS should be useful not only to the administration. It must have a variety of self-service functions for teachers and students. Data processing load for faculty administration and teachers has to be reduced. Although the essential effective interactions with other government information systems databases, portals are available today, the technological backwardness of the system will not allow implementing the new emerging functions of such systems in the future.

16. The University does not have a uniform student information and support system like the systems used by western universities. Students are consulted by the faculty administration, the Academic Progress Centre, the Career Centre, tutors of academic groups; however their activities are not coordinated, and they deal more with social counselling.

17. The number of students in all faculties dropped by 10-40 % in 2008-2012, but the square area of classrooms did not change, although the operating costs constantly increase. The structure of engineering faculties, the internal structures of faculties have not changed much from the times of Kaunas Polytechnic Institute (KPI). In recent years the number of students in some study fields has decreased several times, the departments have also reduced.

18. The University is far behind similar-size Western European universities according to the number of skilled young researchers. With the decrease in the number of state-funded PhD places the University has a great responsibility to ensure that the University is an attractive place for talented and most motivated potential doctoral students. The University does not design joint / dual degree doctoral programmes with the best international universities, attracts too little foreign doctoral students, and pays insufficient attention to professional development of doctoral student supervisors and other participants of doctoral studies.

19. The University has long lasting traditions of educating researchers and scientists, who are acknowledged not only in Lithuania but also in other Baltic countries. For European researchers the University can become an attractive place for research promoting culture, available research infrastructure and attractive remuneration system.

20. The number of articles by University researchers published scientific journals listed in Thomson Reuters Web of Knowledge is increasing. However, according to the assessment of 2011 the by the number of articles per researcher published in 2011 this rate is not very high – 0.47; the number of articles per researcher in listed journals is 0.68.

21. In order to create proper conditions for high international level research centres, it is necessary to optimize the management of research, to help research centres to diversify the ongoing research activities and to ensure that not only high international level scientific articles are published in the top-level research centres but also national and international research projects are implemented, contracted R&D orders from companies are delivered.

22. The University receives a significant part of funds from fees for education, contracted R&D orders from local companies and industrial entities, international projects, European Union structural funds for the development of infrastructure and for modernization of the education process. In recent years the University has managed to maintain a similar part of funds received
from business orders, international research programmes and national competitive funding for scientific research and experimental development. However, it is necessary for the University to develop the knowledge and technology transfer model for better analysis of business needs. The University has underdeveloped intellectual property accounting system and commercialization of research outputs so that researchers and students would be encouraged to get more actively involved in applied research.

23. The University’s scientific journals do not meet the high standards of international publications yet. It is necessary to consider the possibility of handing over the publishing of these journals to high international level publishers.

24. The Open Access Centre that is being constructed and research infrastructure that is updated as a result of Santaka and Nemunas valley programmes will open up new opportunities for research and business cooperation. It is important to ensure that students and researchers, as well as business companies and institutions, could use the open access. Today the number of projects contracted by entities and income from R&D grow insufficiently. The education of research leaders is too slow. The scope the University’s research representation both nationally and internationally is too small.

25. Since 1993 researchers at the University have participated in the European Union framework programmes for research, technological development and demonstration activities beginning with FP3. The University researchers are also actively involved in research, development and cooperation programmes of EUREKA, European Innovation Programme EUROSTARS and European cooperation in scientific and technical research programme COST. The above mentioned international R&D projects involve only a small part of research units and groups of researchers.

26. Today the scope and effectiveness of academic, non-academic and administrative units are not linked with the costs of facilities and equipment maintenance, department management and service delivery. The analysis performed by the Finance Office, UAB Ernst & Young Baltic showed that the activities of many organizational units were unprofitable; the planning of activities was not based on economic calculations. The current financial management model does not guarantee the need for organizational units to increase the effective and more rational use of resources.

III. PROGRAMME GOALS, OBJECTIVES AND IMPLEMENTATION MEASURES

27. The overall goal of the University renewal programme is to develop the strategy that would ensure a sustainable education and research management system that would empower the University academic community to:

27.1. conduct high international level scientific, inter-and transdisciplinary research and experimental development, to use the research outputs for industry, business, social and cultural needs and to ensure the sustainable development of the country;

27.2. design and deliver nationally and internationally competitive study programmes based on scientific and multidisciplinary approach to problem solving and available to all social classes of Lithuanian citizens and attractive to foreign students;

27.3. maintain and build University research and education environment influenced by academic culture, underlying University values and external culture elements enriched by Lithuanian culture and common to the global university tradition.

28. To reach this goal, the programme provides the objectives (see Annex 1) and the measures for substantial renewal of higher education, R&D, human resources, financial and infrastructure management. Programme implementation measures, timeline and key actors are presented in Annex 2.
Higher education management

29. In order to develop the required competencies in students, to ensure their self-expression and a successful career path, the Programme rises the objectives corresponding to the goals of the University’s strategic actions:

29.1. The following objectives are raised for the goal to develop action focused education based on scientific research and transdisciplinary approach to the problem:

29.1.1. Improve currently delivered and designed new University programmes so that they would meet the maximum national and international accreditation requirements, satisfy the needs of students and employers, be flexible and allow students to satisfy individual needs:

29.1.1.1. Follow these fundamental principles in designing and delivering study programmes: openness and flexibility of the programmes, multidisciplinary approach to problem solving, individual student and teacher work, high competence of teachers, modern didactic system, development of e-studies, integration of research, education and praxis, liberal education, access to education for students with part-time jobs, good information and technical supply, the opportunity for students to use all research and educational resources of the University;

29.1.1.2. Avoid duplication of programmes and their modules, enable students of different study programmes to attend the same lectures;

29.1.1.3. Create more interdisciplinary programmes, to provide a possibility to choose minor study programmes in single discipline programmes, longer placement periods, partial studies in foreign universities;

29.1.1.4. Organize education at the University as a formal (completing the study programme), non-formal (acquiring knowledge and skills through a variety of additional workshops not included in the study programme and other organized educational activities), and informal learning (participating in professional, social and cultural activities inside and outside the University) process based on the programme of studies and accreditation of prior learning;

29.1.2. Improve the University’s curriculum management system by creating committees for groups of study areas reporting to the Vice Rector. The committees should coordinate the design and delivery of study programmes and help to concentrate the potential of all academic units:

29.1.2.1. In Academic Regulations approved by the Senate, regulations of faculties and other first-level academic units, establish the function for academic units to design and deliver study programmes and for groups of study area committees to supervise the quality of study programmes, make proposals to improve or modify them, give consultations etc.;

29.1.2.2. Instruct the study area programme committees to coordinate the design of interdisciplinary study programmes initiated by several faculties and other first-level academic units and deliver to the Senate for approval;

29.1.2.3. Ensure that members of study area programme committees are the most competent teachers, scientists (artists), students and employers in the study area assigned to the committee;

29.1.2.4. The programme committees should encourage the initiatives of departments, research groups, staff members and students to develop and improve programmes, modules, education facilities; keep informing related academic units about the planned changes, new needs, give advice to teachers and students, monitor the quality of programmes, help the units delivering the programme to prepare for programme accreditation;
29.1.2.5. Programme committees must help to ensure the stability of academic units delivering the study programme, the interest of teachers to improve scientific, subject-related and interdisciplinary competencies; to plan orders for the instructional laboratories and other facilities, if they are not available to programme delivering units or it is not economically viable for them to have such infrastructure. Together with the units delivering the programme, the committees should plan their scope of work, negotiate with the units on the invitation of teachers paid by hour, visiting lecturers, hiring new teachers permanent positions;

29.1.2.6. The Rector, Departments of Studies and Study Programmes, students and other administrative units must ensure a sustainable interaction of academic units and study programme committees. The Senate should perform the functions of monitoring the changes in the organization of studies, curriculum approval, quality assurance system improvement and other functions provided in the Statute;

29.1.3. Analyse the performance efficiency of the first and second-level academic units, **develop and consolidate the structure of new academic units** capable to operate effectively according to the full cost pricing model:

29.1.3.1. Aiming to reduce faculty and infrastructure management costs, to increase the competitiveness of the University, substantiate the costs by the needs of scientific research and study programmes after the analysis of the changed demand for study programmes over the last few years and the scope of government request for them, to develop a project for the balanced reform of the faculties and their internal units; design the project taking into account the traditions of faculties, their national and international recognisability, economic efficiency and the continuity of activities;

29.1.3.2. concentrate engineering and technology faculties in the Student Campus, where all major research facilities and instructional laboratories are located;

29.1.4. **Prepare the project for concentrating instructional laboratories in the Student Campus and their substantial renovation** in order to ensure the multi-functionality of laboratories, open access until 10 PM and on Saturdays, skilled support and advice to students performing independent tasks:

29.1.4.1. Establish the need of workplaces in specific laboratories, develop project applications for mobilization and upgrading of laboratory equipment and external support, considering the development of open access;

29.1.4.2. Determine the need for laboratory service staff, assess the compliance of the present laboratory staff competencies with the requirements of new activities;

29.1.5. **Modernize the academic information system** so that it would flexibly respond to the needs of study differentiation and customization, ensure the collection and dissemination of information, save human resources, enable data processing at the lowest possible decision-making level;

29.1.6. **Develop a mentoring system** to ensure that a student has a mentor and a tutor, a senior student and a teacher respectively, who would help him to understand the study planning and other issues; set up student info-centres for effective mentoring activities; apply the mentoring system for student placements, ensure that students have competent mentors (experienced professionals supervising students at placement places) and tutors, i.e. teachers supervising the education part;

29.1.7. **Develop a multi-level higher education marketing system**, which would provide the disseminations of centralized and academic unit initiated information about education at the University, study programmes, non-formal education, support for students; and use the following marketing measures:
29.1.7.1. Persuasively communicate to the academic community, the Lithuanian public and international audience the image of the University and information about science and culture, high quality interdisciplinary research and education activities, and the benefits to the public;

29.1.7.2. Ensure high-quality dissemination of the good study programme delivery practice (special events, visiting professors, advanced experience of teachers and students etc.) inside, and especially outside, the University (in Lithuania and internationally);

29.1.7.3. Attract the economically efficient number of well prepared for high quality studies applicants to study programmes delivered at the University, organize institutional events giving the same focus to all study programmes delivered at the University, and help the faculties to organize and implement their marketing measures.

29.2. The following objectives are raised for the goal to ensure the preparation to study and the accessibility of higher education to Lithuanian citizens from all regions and social classes, provide education conditions to foreign students:

29.2.1. Address the Ministry of Education and Science with the proposal to reduce the extent of profiling in Lithuanian secondary schools, to encourage the interest of schoolchildren in science, engineering and technical creativity;

29.2.2. Develop new, maintain and improve existing educational actions (schools, academies, individual educational events etc.), focused on developing schoolchildren interests, knowledge and skills required for the study programmes and areas of study at the University;

29.2.3. Create and develop a system of courses that help schoolchildren to better prepare for the state exams required for applying to the KTU;

29.2.4. Improve the learning support system for weaker students;

29.2.5. Allow study programme committees, faculties, departments to develop e-learning programmes and transfer the existing programmes to e-learning form;

29.2.6. Prepare for the teaching of separate study modules and the entire study programmes in foreign languages (English is a priority);

29.2.7. Create a system of support to foreign students and their active involvement in the studies as well as in the socio-cultural life of the University, the city and Lithuania.

29.3. Develop and implement talent education system:

29.3.1. The Vice Rector for Studies should ensure that a system for finding talents at school age and educating them by joint efforts of the University, schools, other educational institutions and labour organizations is developed and maintained, and connected with the system of attracting applicants to study at the University;

29.3.2. The Vice Rector for Studies, Marketing and Communication Department and Student department must ensure that a system for finding, advancing and marketing in the labour market gifted University students (by means of student competences portfolio) is developed, implemented and maintained;

29.3.3. Involve the most gifted students into the ongoing projects and other creative activities at the University.

29.4. Develop joint programmes with strong foreign Universities, create favourable conditions for the University students for partial studies and placements in other universities, as well as the mobility of teachers and administrators:

29.4.1. Study Programme and Human Resource Departments, study programme committees, faculties should encourage the University teachers and academic units to develop joint
(double degree) study programmes with strong foreign universities and ensure flexible management of these programmes;

29.4.2. Human Resources Departments, study programme committees, faculties should ensure that KTU students and teachers are able to use at least one of the most common European languages (English, German, French, Spanish, Russian) and speak and write English very well;

29.4.3. International Relations, Study Programme, Study and Human Resources Departments and faculties should create favourable conditions for the mobility of teachers and administrators to the universities and labour organizations of other countries;

29.4.4. International Relations, Study Programme, Study Departments, study programme committees, and faculties should create flexible education and organization conditions for ERASMUS and other types of student exchanges, highlighting the quality of learning outcomes;

29.4.5. International Relations Department together with the faculties and other academic and non-academic units should develop the supportive and inclusive environment for foreign students at the University, in Kaunas and in Lithuania;

29.4.6. Human Resources Department, Department of Studies, study programme committees, faculties should create a system ensuring high-quality student placements and teacher internships in labour organizations.

29.5. The following objectives are raised for the goal to organize lifelong learning, which shall promote among certain groups socially and morally correct, ethically acceptable, natural resources protecting consumption and economic development:

29.5.1. Create financial, marketing, teacher motivating conditions and conditions for non-traditional students (older-age or working persons) organizational conditions to study in continuing education programmes competitive among other Lithuanian and foreign universities;

29.5.2. Achieve that continuing education programmes delivered at the University would influence student recruitment and employment of graduates, the willingness of schoolchildren and their parents to choose studies at KTU;

29.5.3. Introduce sustainable development and education elements into the study programmes and non-formal educational courses delivered at the University;

29.5.4. Develop and implement the system for the accreditation of prior learning;

29.5.5. Achieve that knowledge and skills acquired through student’s formal, informal and self-learning experience would be flexibly recognized in all study programmes.

Scientific research and experimental (social, cultural) development management

30. In order to ensure the internationality, interdisciplinarity of results of scientific research and experimental (social, cultural) development and availability for all study cycles and business partners, to create an open collaboration between the University academic units, to consolidate and strengthen the scientific potential, educate high international level researchers, as well as to improve research infrastructure, the Programme raises the objectives that meet the operational goals of the University strategy.

30.1. Develop research in physical, biomedicine, technology, social sciences and humanities as well as inter-and transdisciplinary scientific research of high international level and create knowledge that makes a significant impact on the society and the economy:

30.1.1. Ensure high international level results of the physical, biomedicine, technology, social sciences and humanities in scientific research and experimental (social, cultural) development
(hereinafter R&D) and participation of the University researchers in high international level scientific communities;

30.1.2. Formulate and get approved by the Senate the priority directions of R&D, in accordance with which the University research programmes (hereinafter RP) will be designed and the work of Research and Technology Centres (hereinafter SRTC) will be organized and the relation with studies will be ensured. R&D priority directions do not restrict the researcher’s freedom to choose other research topics, however, financial support is concentrated on them;

30.1.3. Create conditions to conduct R&D in different areas as well as across the areas and fields. Both types of research are necessary to achieve high R&D results and improve the quality of studies of all cycles;

30.1.4. In order to ensure good conditions for University researchers to actively create high international level R&D outputs, prepare the Researcher Competences Roadmap, the main objective of which is to evaluate the potential of University researchers in all priority R&D and study areas. Unite researchers working in the same priority R&D and study fields through relevant study programmes, representation in high international level communities and organizations, other R&D activities;

30.1.5. Together with Marketing and Communications Department ensure the promotion of priority R&D output in Lithuania and selected foreign countries, to increase awareness of the University’s R&D results and develop internationally attractive SRTC image.

30.2. To ensure the high international level publishing of University’s research journals and the quality of the University researchers articles:

30.2.1. In order to protect the University’s resources and direct them to the publishing of high international level scientific journals, to assess the potential of the University scientific journals and set up the development programme; one of the main goals of the programme is high citation index of the University’s scientific journals (not less than field aggregated citation index) and the citing of printed articles in the journals with higher citation index. It is also important to ensure that the University’s scientific journals are attractive to high international level foreign researchers so that they become the majority of the authors of the journals;

30.2.2. Work with recognized high international level publishing houses in order get into well-developed high international level scientific journals and distribution networks;

30.2.3. Develop the competences of University researchers, choose high international level foreign scientific journals (and meet the requirements of the Research Council of Lithuania), produce competitive high international level publications and successfully publish them in selected scientific journals.

30.3. Ensure the recruitment and education of talented and motivated Lithuanian and foreign doctoral students and postdoctoral researchers:

30.3.1. Create a high international level school of doctoral studies at the University attractive to talented and motivated Lithuanian and foreign students and high international level scientists;

30.3.2. Update and develop joint/double doctoral degree programmes together with high international level partners recognized in the relevant science field; ensure the participation of partners throughout the doctoral study process, including teaching and counselling, management and membership in the committee of doctoral studies.

30.3.3. Ensure the access to doctoral study modules delivered at the University for Lithuanian and foreign doctoral students from other universities. The diversity of student experience would ensure the quality of the University’s doctoral studies and the opportunity to attract sufficient resources in order to motivate high international level teachers and consultants;
30.3.4. Enable doctoral students to work in R&D projects of the relevant field and ensure adequate conditions for conducting research under individual post-graduate programme and to contribute to the welfare of the doctoral student. Prepare the programme for the support of research conducted by doctoral students and dissemination of their R&D outputs in high international level scientific conferences and associated scientific organizations.

30.4. To create conditions for the University doctoral study field committees to establish a high international level school of doctoral studies attractive to all stakeholders:

30.4.1. Ensure that the University’s doctoral study field committees are empowered and motivated to actively participate in the development of the University’s international school of doctoral studies. The committees of doctoral studies are responsible for joint / dual degree doctoral programme development, communication with strategic high international level partners, the recruitment of potential doctoral students, attracting of Lithuanian and foreign doctoral students to open doctoral programme modules, increasing the number of dissertations defended in time and other activities, necessary to ensure high international level quality of doctoral studies. The Science Department shall administer the international University school of doctoral studies. The Marketing and Communication Department jointly with the Committees of Doctoral Studies and Science Department shall ensure the development and implementation of marketing strategy;

30.4.2. Develop the motivation system for the chairmen and members of doctoral study field committees that would provide adequate remuneration for high achievements in the development of the University’s international school of doctoral studies. Also, set up a programme to finance the projects of the University’s international school of doctoral studies. The projects shall be assessed and the selected by the Board.

30.5. To promote the development of high international level research centres, create open collaboration between the University departments, consolidate and strengthen the scientific potential, improve research infrastructure

30.5.1. Assess the R&D potential of the University institutes, centres, and research groups on the annual basis in accordance with the developed methodology. Use the assessment results as a benchmark for improving R&D activities. Evaluation criteria should be linked with the University’s strategic objectives and correlate with high international level R&D standards. R&D potential shall be assessed by the Board.

30.5.2. Establish four Scientific Research and Technology Centres (SRTC) according to the University’s R&D priorities and fields of study. SRTC mission is to unite the research units and researcher groups conducting specific scientific research and experimental (social, cultural) development. SRTC acts as the core unit of the University, every member of which (institute, centre or researcher group) shall retain their identity (name of the unit, the relative administrative autonomy, etc.). Each SRTC has a manager responsible for the transfer of knowledge and technology (hereinafter KTT) reporting to the Innovation and Business Centre (hereinafter IBC). KTT manager is responsible for the development and implementation of SRTC KTT strategy and SRTC performance reporting. SRTC shall deliver annual R&D performance reports to Science Department. The Department is responsible for the implementation of the University’s R&D policy;

30.5.3. Develop a research Programme (RP) according to the University’s R&D priorities and study fields. RP mission is to join research units and researcher groups conducting research and experimental (social, cultural) development in the areas of social sciences, humanities and arts. RP acts as the University’s internal network, in which every research team retains its own identity, nevertheless, collaborate in addressing social and economic challenges. RP has a manager who collaborates with the Innovation and Business Centre. RP manager is responsible for the RP strategy formation and implementation. Annual R&D activity reports shall be delivered to Science Department. The Department is responsible for the implementation of the University’s R&D policy;
30.5.4. Marketing and Communications Department, together with the members of the SRTC and IBC shall ensure SRTC and IM marketing and communication;

30.5.5. Create and validate the system of motivation for high international level R&D achievements and outstanding educational, social and cultural development achievements.

**Finance and Property Management**

31. **In order to ensure the performance quality and effectiveness, the Programme raises the following objectives**

31.1. Seek more effective financial management to facilitate management decision-making and action planning, focus and use properly all financial resources to achieve the strategic goals, set realistic operating costs necessary to ensure the sustainable development of higher education and research:

31.1.1. Develop and implement new financial management principles based on full cost pricing method;

31.1.2. Develop the system of financial performance indicators that would allow to measure the performance of the University and organizational units;

31.1.3. Develop financial incentives to assist operational units in seeking additional income from external sources;

31.1.4. Assess the financial activities of organizational units on the accrual basis, to establish reserves necessary for risk management in order to ensure business continuity and investment for the development of strategic directions;

31.1.5. Develop the study programme cost calculation methodology.

31.2. Develop the procedure for the management, use and having at own disposal assets that would allow using the opportunities arising from the public enterprise status to achieve the strategic goals.

31.3. Taking into account the best global/European and regional practice of managing state universities and with the aim to ensure efficient asset management, renovation and investments necessary to transform the activities of the University, address the Government regarding the investment into the University of state-owned property handed over to the University under the trust agreement.

**Human Resource Management**

32. **In order to ensure the renewal of staff competence, enhance the motivation for joint actions, the Programme raises the following objectives**

32.1. Update the regulations governing the competitive employment and certification of teachers and researchers: revise the criteria assessing the achievements in physical, biomedical, technology, social sciences and the humanities taking into account Lithuanian and global academic achievement assessment systems and practices; include a qualitative assessment element; University teachers and researchers shall be assessed and selected by the same Evaluation Board.

32.2. Develop new teaching and research staff reward and incentive system that would meet the internal, external and individual principles of justice and would be linked to performance management and competence development.
32.3. Develop a flexible workload distribution system that would allow teachers and researchers to develop professional competencies, use modern didactic methods, involve in scientific research activities and foster academic freedom.

32.4. In order to attract and maintain high-level academic staff, develop the image of KTU as an attractive employer in Lithuanian and foreign labour markets.

32.5. Develop a programme for the education and training of generic competences and skills that are the most important in this stage of organizational development for the academic staff. Focus mainly on the education of the leading managers, develop teaching competences and English skills.

32.6. Ensure that values and traditions of all management structures and organizational units common to all European universities and expressing the orientation of the University to Lithuanian national culture would be accepted and maintained by the academic community and would become important to each member. The ethics of academic life, the parity relations of teachers and students, critical thinking, academic discourse should be treated as an integral part of the University culture. University traditions, ceremonies, external appearance elements must contribute to the solidarity of the members of the University, form the image of the University communicated to the public.

**Infrastructure management**

33. **In order to develop and build the University’s academic environment and infrastructure, the programme raises the following objectives:**

33.1. **Optimize the infrastructure that meets the needs of the University and maintain its quality:**

33.1.1. Assess the efficiency of infrastructure of academic and non-academic units and rationally meet their needs, reduce management and infrastructure maintenance costs;

33.1.2. Ensure the renovation of buildings needed for education and research, the upgrade of laboratory equipment, the use of modern information systems, appropriate student learning and leisure conditions through investing the funds received from the disposal of state-owned buildings held in trust;

33.1.3. Ensure the renovation and expansion of the Library;

33.1.4. Maximize the use of the opportunities of the European Union funds in the construction of new, modern buildings suitable for education and research, renovation of the existing infrastructure;

33.1.5. Use the existing infrastructure of the University more efficiently, introduce modern information systems for saving energy resources, exploit modern facility management measures, eliminate inefficient activities, which are non-compliant with the University’s main objectives, transfer certain activities to external partners, provide additional innovative spaces for teaching and learning, student self-expression and recreation.

33.2. **Develop of information and communication technologies, information systems, technical data centres that meet the needs of the University and ensure their effectiveness:**

33.2.1. Improve and develop easily accessible and data protecting network of information systems based on the state-of-the-art IT solutions to manage education, research and administrative processes, and make the University operations more effective;
33.2.2. Employ the opportunities opened by the EU funding of the new programming period for acquiring new and improving the existing information technology systems, for the modernization and expansion of data centres;

33.2.3. Increase the efficiency of using information systems by reducing the use of different platforms of information systems, developing the virtualization and centralization of information systems, using the benefits of the software dedicated for the academic environment.

IV. EXPECTED RESULTS

34. Long-term results of the University Renewal Programme are directly related to the implementation of the University’s strategic goals and achievement of strategic indicators

35. The expected results of the University Renewal Programme for 2013–2014:

35.1. Group of study area committees are set up;

35.2. The study programmes are open, comply with international requirements and are attractive to exchange students, all academic units have equal opportunities to participate in delivering them;

35.3. Programme designing and teacher selection system encourages the openness;

35.4. Student satisfaction with the designing of individual study programmes, the process of studies and available support is combined with high academic achievements;

35.5. Transparent and flexible planning of teaching workload and distribution of finance, implementation of full cost pricing model, adequate response to the negative outcomes of rapid changes;

35.6. Liberalized design of individual student plans and timetables;

35.7. Maintained stability in the number of students and growing numbers of entrants in some study areas;

35.8. Favourable environment for self-expression and creativity, development for talents;

35.9. Growing share of high international level scientific publications in the total number of University publications;

35.10. Increasing internationalization of the University’s scientific journals;

35.11. Designed joint / double degree doctoral programmes;

35.12. Dissertations are reviewed and programmes are delivered by high international level scholars;

35.13. Growing competition to doctoral studies;

35.14. Growing number of foreign doctoral students;

35.15. Effective faculty structure;

35.16. Departments are formed taking into account the unity and long-term viability of science and education;

35.17. APL system is in place;

35.18. Research units and researcher groups are combined into thematic clusters according to the priority areas of education and research and open access;
35.19. The share of R&D income increases;

36. **The implementation of the Renewal Programme is focused on creating long-term value for the main target groups of the University: students, teachers, researchers and the public**

36.1. The benefits of education and research management reform to students:

36.1.1. Better quality of education: barriers between units are abolished; effective feedback; continuous improvement of the curriculum; competent teachers; accessibility of all material resources necessary to learn the study programme subjects;

36.1.2. More flexible educational opportunities; the student has a high-level academic advisor, i.e. a mentor who helps the student to individualize the study plan; flexible educational extends career opportunities;

36.1.3. Significantly improved access to the University’s information resources;

36.1.4. Good opportunities to participate in the assessment and improvement of the quality of studies and get information about the quality assessment results;

36.1.5. New opportunities for non-formal education;

36.2. The benefits of education and research management reform to teachers and researchers:

36.2.1. Favourable environment to design new study programmes and modules, improve the existing programmes, favourable conditions to initiate and implement research and service projects using all the resources of the University;

36.2.2. New opportunities to participate in (cross-sector/interdisciplinary) teams of teachers and researchers inside the University;

36.2.3. Reduced teaching workload rate per post (decreased duplication of modules, bigger groups of students, where possible, more efficient use of material resources);

36.2.4. Higher teaching qualifications among staff members;

36.2.5. Additional incentives for good teaching performance;

36.2.6. More flexibility to change the share of activities and responsibilities in research and education;

36.3. The benefits of education and research management reform to the public:

36.3.1. Well-trained graduates with different specializations;

36.3.2. Wide range of competences in graduates;

36.3.3. Fast adaptation of curriculum to market needs, technological changes and development;

36.3.4. Access to studies for citizens from various social strata.

V. **PROGRAMME IMPLEMENTATION AND MONITORING**

37. The programme shall be implemented from April 2013 to December 2014;

38. Projects with managers appointed by the Rector are implemented with the aim to reach the goals and objectives of the programme;

39. The Project is implemented on the following areas (see Annex 1):

39.1. Study programme management reform;

39.2. Research quality improvement;

39.3. Modification of University academic unit structure;
39.4. Development of Human Resources;
39.5. Finance and asset management reform;
39.6. Infrastructure management reform and optimization.

40. Programme implementation is monitored, specific issues are addressed, and performance progress is assessed by the Programme Supervision Groups formed by the Rector’s Order.

41. Project managers draw quarterly performance reports on project implementation and deliver them to the Programme Supervision Group;

42. Programme Supervision Group discusses the questions raised by the project working groups and project managers, the progress of individual projects, resolves complex or unforeseen issues, considers the budget for the programme, establishes the need for investment, approves the changes in the Programme implementation plan. Meetings of the Supervision Group are held at least once every 2 months during the course of the Programme;

43. Programme Supervision Group and Marketing Communication Office appropriately inform the University community about the progress of the Programme at least once per month (except for the summer vacation period);

44. The Rector may invite other academic community members and social partners to the meetings of Programme Supervision Group.

VI. FINAL PROVISIONS

45. University funds shall be used for the implementation of the University Renewal Programme for 2013-2014. During the implementation period applications for the external funding for the modernization of faculties and institutes shall be designed.

46. In order to achieve the goals of the University Renewal Programme the entire University community shall collaborate, focus their activities and adhere to the University’s values

The document was drawn by the Work group set up by the Rector’s Order A-65 of 25 February 2013

Ramutis Petras Bansevičius, Chairman of the Senate
Petras Baršauskas, Rector (head of the working group)
Zigmantas Jonas Beresnevicius, Chairman of the Senate Research and Development Committee
Solveiga Buožiūtė-Rafanavičienė, Director of the Department of Strategic Planning and Quality
Jonas Daunoras, Dean of Electrical and Control Engineering Faculty
Vaida Godvišaitė, Chairman of the Senate Student Affairs Committee
Palmira Jucevičienė, Chairman of the Senate Studies and Academic Culture Committee
Algis Krupavičius, Vice Chairman of the Senate
Asta Pundzienė, Vice-Rector for Research
Vytautas Snieška, Chairman of the Senate Quality Committee
Sigita Stanys, Vice-rector for international relations and development
Tomas Suslavičius, Head of Legal Office
Pranas Žiliukas, Vice-Rector for Studies
### Programme goals and objectives

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<td><strong>Develop University strategy corresponding with sustainable education and research system</strong></td>
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<tr>
<td>1.1. Deliver and develop nationally and internationally competitive study programmes based on science and interdisciplinary approach to problem-solving</td>
<td>1.2. Conduct cross-sector and interdisciplinary R&amp;D of high international level</td>
<td>1.3. Ensure performance quality and finance effectiveness</td>
<td>1.4. Ensure the renewal of staff competence; strengthen the motivation to involve in joint activities</td>
<td>1.5. Ensure effective management of academic environment and infrastructure</td>
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<tr>
<td>1.1.1. Develop action focused education based on scientific research and cross-disciplinary approach to the problem-solving</td>
<td>1.2.1. Develop research in physical, biomedicine, technology, social sciences and humanities as well as cross-sector and interdisciplinary scientific research of high international level and create knowledge making a significant impact on the society and the economy</td>
<td>1.3.1. Seek more effective financial management to facilitate management decision-making and action planning, focus and use properly all financial resources to achieve the strategic goals, set realistic operating costs necessary to ensure the sustainable development of higher education and research</td>
<td>1.4.1. Update the regulations governing the competitive employment and values and traditions of all management structures and organisational units common to all European universities and expressing the orientation of the University to Lithuanian national culture would be accepted</td>
<td>1.5.1. Optimize the infrastructure meeting the needs of the University and maintain its quality</td>
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<td>1.1.2. Ensure the preparation to study and the accessibility of higher education to Lithuanian citizens from all regions and social classes, provide education conditions to foreign students</td>
<td>1.2.2. Ensure the high international level publishing of University’s scientific journals and the quality of the University publishing</td>
<td>1.3.2. Develop the procedure for the management, use and having at own disposal assets that would allow using the opportunities arising from the public enterprise status to achieve the strategic goals</td>
<td>1.4.2. Develop new teaching and research staff rewarding and incentive system that would meet the internal, external and individual principles of justice and would be linked to performance management and</td>
<td>1.5.2. Develop of information and communication technologies, information systems, technical data centres that meet the needs of the University and ensure their effectiveness</td>
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<td>1.1.3. Develop and implement the system for talent education</td>
<td>1.2.3. Ensure the recruitment and education of talented and motivated Lithuanian and foreign doctoral students and postdoctoral</td>
<td>1.3.3. Develop the procedure for the management, use and having at own disposal assets that would allow using the opportunities arising from the public enterprise status to achieve the strategic goals</td>
<td>1.4.3. Develop a flexible workload distribution system that would allow teachers and researchers to develop professional competencies, use of modern didactic methods, involve in scientific research activities and foster academic freedom</td>
<td>1.5.3. Develop a programme for the education and training of generic competences and skills that are the most important in this stage of</td>
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<td>1.1.4. Develop joint programmes with strong foreign universities, create favourable conditions for the University students for partial studies and placements in other universities, as well as</td>
<td>1.2.4. Create conditions for the University doctoral study field committees to establish a high international level school of doctoral studies attractive to all stakeholders</td>
<td>1.3.4. Develop the procedure for the management, use and having at own disposal assets that would allow using the opportunities arising from the public enterprise status to achieve the strategic goals</td>
<td>1.4.4. Develop the image of KTU as an attractive employer in Lithuanian and foreign labour markets</td>
<td>1.5.4. Develop a programme for the education and training of generic competences and skills that are the most important in this stage of</td>
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<td>1.1.5. Organize lifelong learning, which shall promote among certain groups socially and morally correct, ethically acceptable, natural resources protecting consumption and economic development</td>
<td>1.2.5. Promote the development of high-level international research centres, create open collaboration between the University departments, consolidate and strengthen the scientific potential</td>
<td>1.3.5. Develop the procedure for the management, use and having at own disposal assets that would allow using the opportunities arising from the public enterprise status to achieve the strategic goals</td>
<td>1.4.5. Develop a programme for the education and training of generic competences and skills that are the most important in this stage of</td>
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## KTU renewal programme implementation plan
### 2013–2014

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