



STRATEGY

PRACTICAL AND INNOVATION-BASED STUDIES

2025

STRATEGY OF KAUNAS UNIVERSITY OF APPLIED SCIENCES 2021-2025

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WE AT PRESENT

Mission

We provide innovation-based higher education studies focused on practical activities and promote applied science and art activities significant for the development of society.

Kaunas University of Applied Sciences implements **practical and innovation-based** high quality higher education studies focused on the needs of learners and society.





INSPIRATION TO GROW IN OUR ORIGINS

Uniting and growing

The planned and systematic journey of Kaunas University of Applied Sciences (Kaunas UAS) to the present fosters respect for its origins and inspires growth.

The origins of the institution go back to inter-war schools later transformed into technical schools that developed into schools of further education. Kauno kolegija was established on 1 September 2000, when the binary system of higher education was introduced in Lithuania, and the Kaunas Further Education Schools of Technology and Economics merged. These two schools had demonstrated the highest achievements at the national level and were granted the right to implement higher education studies. By 2003, the corporate structure of Kauno kolegija had been finalised, with the inclusion of further education institutions implementing the studies in landscaping, arts, medicine in Kaunas and Kėdainiai, Druskininkai and Tauragė further education schools

implementing language, pedagogy, and other studies. Today, Kaunas UAS is concentrated in Kaunas and Tauragė.

By 2021, Kaunas UAS underwent meaningful and progressive transformation, integration, and recognition processes. In 2005, our institution was accredited by national external evaluation experts as an excellent-performing non-university higher education institution, and the international institutional evaluation in 2014 was also highly successful. In 2006, Kaunas UAS started implementing the first European Union-funded projects to improve study infrastructure. In 2010, international studies were launched. In 2011, Kaunas UAS was announced the best in *the ranking of Lithuanian Universities of Applied Sciences* by the national analytical publication “Veidas” and is among the leaders today. Kaunas UAS has been participating in the international *U-Multirank* of higher education institutions since 2013. In 2020,

it was among the 25 best-ranked higher education institutions in the category of relations with the labour market.

A major breakthrough took place in 2012, when the construction of the modern Kaunas UAS Library and Information Resource Centre was launched, symbolising the commencement of the academic campus located in the Kaunas Dainava District. The academic spaces continue to expand. In 2014-2020, around €10 million of various project funds were invested in the infrastructure and technical and software equipment. In 2020, our institution communicated an inspiration to join the international European Universities Alliance.

Achievements are attained through the ability of a large united professional and value-driven community of the academic and other staff, students, alumni, and social partners from Lithuania and abroad to respond to individual and societal needs.



ACHIEVEMENTS AND FACTS



The achievements we are proud of:

- **the largest number** of first-year students in Kaunas since 2016;
- every year since 2014, around **17 per cent** of the students at the Lithuanian Universities of Applied Sciences study at Kaunas UAS;
- in the *U-Multirank* in 2020, our institution was among the top **25 higher education** institutions in *the category of relations with the labour market*;
- according to the data of the Lithuanian analytical education and higher education journal “Reitingai”, Kaunas UAS has been **among the top three leading** universities of applied sciences in our country in the category of *students and studies* since 2018;
- the activities of the academic and other staff have been recognised in the public area; over **60** national and international awards have been granted since 2017;
- about **90 per cent** of the Kaunas UAS students rate the quality of teaching of the institution’s academic staff very high.

Evidence of our growth:

- since Kaunas UAS was founded, about **31,000** graduates have entered the labour market;
- study programmes are implemented in **35** fields of study;
- **73 per cent** of study programmes have been accredited for the maximum period;
- **250** long-term cooperation agreements were concluded with social partners from Lithuania in the last five years;
- 218 Erasmus+ inter-institutional agreements have been signed with HEIs in almost 40 countries;
- students from almost **30** foreign countries were attracted for various types of studies, internships, and other study purposes in the last five years;
- the opportunity to study **12** foreign languages at different levels is provided;
- the number of international projects coordinated in 2016-2021 has increased **4-fold** compared to 2008-2013, and the participation as a partner more than **3-fold**;
- around **500** visual art events for Lithuanian and international communities over the last five years were organised;
- **alumni** activities have been formalised with the establishment of an association in 2014;
- around **€10 million** project funds were used to upgrade the infrastructure, hardware, and software in 2014-2020, the previous strategic period.

GLIMPSE INTO OUR FUTURE

Vision

Kaunas University of Applied Sciences is an advanced and sustainable European higher education institution that nurtures Lithuanian national culture and traditions.

In 2025, Kaunas UAS is expected to be an internationally recognised, progressive, and sustainable European higher education institution, offering two levels of studies - a Professional Bachelor Degree and Professional Master Degree; providing flexible conditions for lifelong learning; expanding applied research and art activities oriented towards developing and advancing society and nurturing Lithuanian national culture and traditions.



COMMUNITY BOUND BY VALUES



The values of Kaunas University of Applied Sciences

1 We see **responsibility** as a fair and transparent decision making and implementation process where the needs of students, academic staff, parents, stakeholders, employers, and other members of the society are duly respected. Responsibility is the fulfilment of commitments given to oneself and others, ensuring the quality of work and studies, academic integrity, and sustainable use of available resources. The activities of Kaunas UAS are based on the philosophy of sustainable development.

2 We see **professionalism** as cognition starting with self-awareness, the belief in our abilities and the abilities of others, the necessity to implement our ideas in a high-quality manner, continuous improvement, growth, competence development. Professionalism is supported by a constant pursuit of knowledge, mutual harmony between individuals and the environment, striving for goals and the ambition to become the leader in our field of expertise.

3 **Openness** helps us recognise, accept, apply, and develop innovative solutions, move forward with the dynamic world of business. Openness is our need and the driving force

that encourages sharing experiences and improvement. It is only a free and democratic higher education institution where academic freedom prevails, and self-conscious and creative personalities grow. We are open to other cultures, and we support multilingualism.

4 We see **respect** as tolerance for everyone regardless of age, gender, race, attitudes, and beliefs. Respect for everyone's work and contribution to the joint activity helps achieve the desired results. The respect for the past, the culture of the country and the organisation shapes our identity and ensures the continuity of the old traditions and the creation of new ones.

5 We see the **sense of community** as an ongoing process, the outcome of which is a close and lasting relationship among community members. Our principles are communication and cooperation, sharing experience, knowledge, and ideas. The efforts of all individual community members joined together to create the success of our institution.

KAUNAS UNIVERSITY OF APPLIED SCIENCES IN 2025

What is our path to 2025? It is an institution:

- fostering partnership and co-creation;
- focused on adaptability and interdisciplinarity;
- open to technological progress, scientific and artistic innovation;
- creating for Lithuania and the world;
- lifelong learning with responsibility.

Designing the future - generating ideas, implementing solutions at every step - is inseparable from **the constant pursuit of quality and responsibility**. When the solutions implemented turn into victories, the sense of community and the duty of serving society is strengthened.





Fostering partnership and co-creation

Strong social partnerships considering the changing needs of the national and international labour market ensure the practical applicability of studies. Representatives of the business world and other stakeholders - students, graduates, staff - are involved in designing and improving study programmes and the study process itself.

The Kaunas UAS students recommend their Alma Mater as an institution that trains competent, civic, socially responsible, creative, and entrepreneurial professionals.



Focused on adaptability and interdisciplinarity

The studies in Kaunas UAS are characterised by the compliance of theoretical knowledge with practical skills. Studies of different fields are integrated, and the environment for acquiring a wide range of competencies is created, thus ensuring interdisciplinarity. Advanced teaching and learning methods are used to stimulate creativity, analytical thinking and are oriented towards meeting the challenges of the world of business and needs for its development. A lifelong learning ecosystem has been developed with the stakeholders to meet the needs of the world of activities. Students have the opportunity to have their internships in the most advanced national and international organisations. At least half of the Kaunas UAS staff are professional instructors-practicians. Competency-based modules/ courses can be studied flexibly, responding to the needs of the world of business and combining study with work. Not only professional competencies relevant to the workplace are developed but also citizenship, entrepreneurship, etc.

Open to technological progress, scientific and artistic innovation

New technologies are constantly being integrated into studies, and value-creating technological solutions are being applied. The study content is based on the latest research and art results, knowledge, and achievements. Competence-based studies use smart technologies to individualise the content and personalise learning. E-learning (teaching) is supported by well-developed digital infrastructure as a quality tool to ensure the accessibility of studies.

Kaunas UAS expands applied research, experimental development, and professional arts. This area serves as a basis for integrating innovation into studies. The researchers – academic staff and students - carry out applied research, projects, art activities and disseminate their findings with international partners. As a partner of the world of activity,

governmental and public organisations, Kaunas UAS conducts applied interdisciplinary research and performs experimental development in the fields of technology, biomedicine, social sciences, humanities, and agricultural sciences. It also carries out art activities focusing on creating health-friendly environments and advanced technologies; developing new products, services, and innovations in technology and art processes to solve the problems of society and the world of business. By integrating the entrepreneurial aspect into the content of studies and courses, an ecosystem for start-ups has been formed based on applied research, empowering the development and commercialisation of the solutions developed by the Kaunas UAS researchers.





Creating for Lithuania and the world

The exchange mobility of students and the academic staff is consistently increasing. Each year, the studies of more and more programmes are being offered in a foreign language, and the proportion of international students is increasing. The proposed micro-qualification courses are recognised in higher education and the labour market both nationally and internationally. The best foreign academics from universities of applied sciences in Europe and beyond are invited, and joint degrees with advanced European universities of applied sciences are awarded.

Kaunas UAS is successful in the international arena, and it equally focuses on building Lithuania's progress. By implementing quality degree programmes relevant to the sustainable development of the national economy and society, providing flexible conditions for lifelong learning based on the integration of studies, applied science, art, and the world of business, Kaunas UAS makes a significant contribution not only to the growth of Kaunas Region but also adds value to the progress of Lithuania.

Lifelong learning with responsibility

Kaunas UAS operates in a globally responsible way, following one of the European Union priorities - accelerating the transformation towards a climate-friendly economy. Sustainability is one of the core principles of corporate performance. The Kaunas UAS activities include socio-economic, environmental, and socio-cultural issues, with a strong focus on the circular economy in terms of studies, applied research, and other eco-innovations. Kaunas UAS bases its relations with stakeholders on the principles of respect for human beings, society, and the environment, academic and scientific ethics, and other values. Sustainable development is integrated into the content of the study programmes.

Kaunas UAS fosters a culture of performance improvement, characterised by continuous learning and effective (self) evaluation, which creates the conditions for appropriate decision-making. Kaunas UAS is perceived as a continuously learning organisation that ensures the targeted in-service training of its employees - instructors, researchers, and other staff. Learning and self-education are perceived as the right and duty of every community member. The community share their knowledge with other members. The focus is not only on recruiting new, talented, motivated, and inspiring academic and other staff but also on projecting the internal career development of the present staff. An effective system

for motivating staff has been developed to encourage them to achieve the highest levels of performance in the institution. The diversity in the Kaunas UAS community is respected, and the institution places great emphasis on assuring equal opportunities.

FUTURE PRIORITIES

Strategic Priorities of Kaunas University of Applied Sciences until 2025:

- advanced **European** higher education institution;
- higher education institution focused on the progress of Lithuania;
- higher education institution facilitating the sense of community and **the culture of a learning** organisation.

This strategic five-year period focuses on the quality of implementing the mission of Kaunas UAS through strengthening the international dimension. It should be emphasised that a qualitative impact on the progress of society is possible by the whole Kaunas UAS community working and acting together and basing activities on sustainable funding of studies and applied research. Creating high-quality added value will increase the visibility of Kaunas UAS and strengthen its reputation.





DIRECTIONS OF OUR ACTIVITIES

Strategic directions for implementing the strategic priorities of the performance Kaunas University of Applied Sciences have been defined:

- **practical** and **innovation-based** higher education studies;
- **applied science** and art activities focused on the development of society;
- a sustainable **community** that nurtures the **culture** of a learning organisation;
- efficient **management** and optimised **infrastructure**.

MOTIVATION AND AMBITIONS INHERENT IN GOALS



1

To conduct practical and innovation-based higher education studies.

Objectives:

- to conduct studies and other educational services relevant to the progress of the state and regional development;
- to develop learner-centred studies and training services;
- to expand the international openness of studies.

To develop applied science and art activities focused on developing society at the national and international levels.

Objectives:

- to conduct applied science and art activities with Lithuanian and foreign social partners and disseminate its results;
- to develop innovative and sustainable products, services, and innovations of technological processes in cooperation with stakeholders;
- to strengthen the interaction between applied science and art activities and studies.

2

3

To build a sustainable community that nurtures the culture of a learning organisation.

Objectives:

- mobilise and retain professional staff;
- nurture the culture of a learning organisation;
- strengthen the sustainability of the community and employees' well-being.

4

To increase management efficiency and optimise the Kaunas UAS infrastructure.

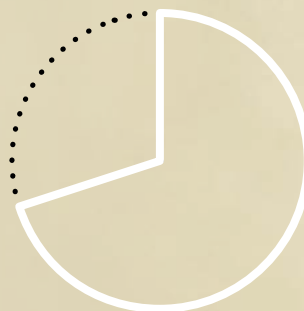
Objectives:

- to optimise the Kaunas UAS management by strengthening the integration of different areas of activity;
- to develop the provision of services based on smart technologies, increasing the efficiency of digitised processes of the institution;
- to optimise the infrastructure of the institution;
- to ensure the financial sustainability of Kaunas UAS.

RESULTS TO BE ACHIEVED

Strategic indicators to be achieved by 2025:

the number of graduates - the percentage of the students who graduated from Kaunas UAS out of the total number of the students admitted – **75 per cent**



The share of the students at Kaunas UAS from the total number of the students in the colleges/universities of applied sciences in Lithuania – **20 per cent**



The change in the proportion of the gain from contracted applied science and art activities per full-time equivalent of the academic staff – **3.6 times**



The change in the level of the quality of scientific publications – **50 per cent**

The share of the Kaunas UAS students participating in international mobility – **50 per cent**





“It is the activity that
brings people together”

Johann Wolfgang von Goethe