

APPROVED by
Vilnius Gediminas Technical University Senate
March 25, 2026 Resolution No. 10.141-13

VILNIUS GEDIMINAS TECHNICAL UNIVERSITY
PROGRESS REPORT ON THE IMPLEMENTATION OF THE EXTERNAL EVALUATION RECOMMENDATIONS

	Expert recommendation	Actions of the higher education institution to implement the Recommendation	Change that has occurred or is expected
	<i>For the Management Area</i>		
1.	VILNIUS TECH should consider whether, at some point before the next SER, it would be worth commissioning an independent external review into the effectiveness of its collegial governance model. This could help to further build the University's reputation and professionalisation.	Completed Actions: - In 2024, a new Statute of VILNIUS TECH was developed and approved, which updates the functions of the University's governing bodies. - The collegial governance model has not been changed, as it is stipulated by Law on Higher Education and Research (collegial governing bodies – the Council and the University Senate, and the single-person governing body – the Rector of the University).	Impact: After the update of the Statute, the clarity of the university's governance process has increased, the responsibilities of the governing bodies have been more clearly defined, and their functions are in line with the provisions of the Law on Higher Education and Research.
2.	The career structures, performance evaluation and salary incentivisation schemes for non-academic staff at VILNIUS TECH need to be further developed so that they are aligned with systems for academic staff. It is important to ensure that the methodology is transparent and motivating, recognising the essential contributions made by non-academic staff in all departments.	Completed Actions: - A system of variable remuneration has been created, which has been approved by the Council resolution: - deans of faculties; - heads of departments; - faculty managers; - faculty administrators; - department administrators; - vice-deans; - Chairpersons of the Study Programme Committees. - The criteria of the variable part of the remuneration are aligned with the strategic objectives of the university. Ongoing and Planned Actions: - Regularly review the criteria of the variable part of the remuneration, ensuring the relevance of the criteria and compliance with the strategic objectives of the university.	Impact: - The recognition of the contribution of non-academic staff has been strengthened. - A clearer and more transparent evaluation and incentive system has improved the organisational culture. - A more integrated human resource management system has been developed at the university, based on the assessment of individual contribution.
3.	The new VILNIUS TECH strategy for 2021-2030 urgently needs to be	Completed Actions:	Impact:

	launched for external audiences, particularly where these represent strategically important partnerships. This would be an opportunity to deepen relationships.	• The strategy was presented in meetings with business partners, emphasizing the directions and activities of the development of research and studies. • The strategic activities of the alumni club are coordinated with the university's strategy. • The strategy is presented to new employees every year during meetings with the administration. • The university's annual communication and marketing plans include activities that reflect the university's strategic guidelines and values. • Strategy communication is carried out in various channels and events (announcements, news, social media messages, events such as <i>Creators Fest</i>, <i>Diploma Award Celebrations</i>, <i>Career Day</i>, etc.). Ongoing and Planned Actions: • Continue to communicate the strategy consistently to the target groups.	• Purposefully chosen channels and formats have helped to better reach students, employees, alumni, employers, and the public. • Strategy communication allows the academic community to focus on achieving strategic goals.
4.	Priority should also be given to the development of strategic action plans and implementation monitoring to ensure that the new strategic action plan maintains momentum; these should be completed as early in the new academic year 2022/23 as possible.	Completed Actions: • The university indicators of the Strategic Action Plan (hereinafter – SAP) of the faculties have been updated, linking them to the VILNIUS TECH Strategy 2021–2030: ○ The faculty indicators of the SAP and the means for achieving the indicators were analysed and updated, systematised into related groups (there are 8 groups of indicators in total), and the formulas for calculating the indicators were updated. ○ Digitized process of planning and calculating the implementation of faculty indicators and measures in the is.vilniustech.lt information system. ○ The university's faculty indicators are linked to the moonshots of the VILNIUS TECH Strategy 2021–2030. • Annual plans of the University's departments are prepared, considering the long-term strategy: ○ developed a new form of annual plans for the university's non-academic departments, linking planning to the moonshots, goals and objectives of the university's strategy for 2021-2030; ○ three-year strategic activity plans of academic departments (faculties, institutes) are prepared, replanning annually (from 2025 – in the is.vilniustech.lt system);	Impact: • The newly introduced process of discussing and recommending the values of the indicators to be achieved provides an opportunity for the top management of the university and the heads of academic departments to clarify the strategic directions of the university and faculties and achieve ambitious goals, while maintaining the links between the planned indicator sizes and the university's aspirations. • A clearer grouping of the university's faculty indicators allows for more targeted planning of faculty resources. • The digitized process of planning and calculating the execution of indicators allows for better data management and analysis.

		○ the new academic division of the University – the Lithuanian Maritime Academy (hereinafter – LMA) – has been included in the planning from 2024; ○ the planning process has been improved, paying more attention to the stage of harmonisation of the values of indicators and measures, during which: 1) non-academic departments, vice-rectors and the rector discuss and recommend the target values of the indicators for academic units to link the values of the indicators with the aspirations of the university; 2) the deans submit the recommended values to be achieved for the subordinate departments of the faculty and discuss them; ○ annual reports of academic departments are prepared, including an activity report, a report on the implementation of indicators, and a report on the implementation of measures. The reports are publicly presented to the community and the rector. Ongoing and Planned Actions: • To regularly review the strategic goals and objectives of the University and to adjust the annual strategic planning of academic and non-academic departments accordingly. • Improve the system for monitoring implementation and calculating data. • To link the strategic planning of the activities of the university's departments with individual planning.	
5.	The Lithuanian and the global education market is highly competitive. It will therefore be important to continue with and ambitious programme for upgrading and developing facilities and learning resources to attract students. In recent years, the State investment programme has contributed significantly; should this level of additional state funding decline, VILNIUS TECH might consider	Completed Actions: • In 2023, the Strategic Partnership Centre was established to seek targeted funding and support. • The project management procedure has been updated, and the benefits of the attracted projects for the university have been defined. • In 2025, the establishment of the VILNIUS TECH Support Fund was initiated and approved by the Senate and by the University Council; the concept and development directions of the Fund have been prepared. • The logic of the development of intangible capital (<i>endowment</i>) has been formed, and an instrument of long-term financial sustainability has been provided to support studies, research, and talents.	Impact: • A sustainable system has been created that allows the university to attract long-term funding for infrastructure modernization and the development of studies and science. • The launch of the Support Fund strengthens the university's ties with the alumni community and the business sector, increases the visibility of the patronage culture, and promotes cooperation. • The updated project management procedure creates preconditions for the use of project activities and

	alternative funding sources including profit margins from commercial project income.	• The development of the Foundation's brand identity and communication strategy focused on alumni, business partners, and potential patrons has been launched. • A strategy for the development of the fund is being prepared, which provides for the formation of targeted capital and the involvement of shareholders (patrons) in strategic management. • Academic and non-academic departments are encouraged to attract additional funds by planning indicators, such as <i>funds received for license agreements from economic entities, funds received from economic entities; funds received for services related to research activities.</i> • Decisions were made to optimize the property – old buildings were sold, and the funds received for them were used for the development of the infrastructure. • The university has attracted additional targeted funding when part of the infrastructure renovation/development is financed from several sources: grants and borrowed funds. This method of financing was used for the renovation of the laboratory building and one of the dormitories (part of the funds needed for the renovation was received as a grant from the EU Investment Operational Programme (providing for the performance indicators of the buildings to be achieved), the other part was financed by loan funds). Ongoing and Planned Actions: • To complete the preparation of the strategy of the VILNIUS TECH Support Fund and to start an active campaign for the formation of the fund's capital, involving alumni, business partners and patrons. • Implement a centralised system for monitoring and analysing the results of alternative sources of financing, enabling targeted planning of investments in infrastructure and material resources.	financial resources for strategically important university activities.
	<i>Recommendations submitted to the Lithuanian Maritime College of HE (from 1 October 2024 – VILNIUS TECH Lithuanian Maritime Academy)</i>		
6.	To clarify any confusion over the roles and responsibilities amongst the three decision-making structures, so that the final approval rests with one entity alone;	Completed Actions: • As of 1 October 2024, the activities of the LMA, as a separate academic unit with economic independence, were fully	Impact: • The LMA has been fully integrated into VILNIUS TECH, a new management structure of the department has been established, and a

7.	To shift attention more strongly from operational implementation to strategic developments and to promote a unified approach which the whole community can share and contribute to;	integrated into the strategic activities and documents of the University. • The LMA's Strategic Activity Plan for 2024-2025 has been prepared. • Meetings of the Rector and administration departments of VILNIUS TECH with the management and community of the LMA were held, strategic tasks were presented, trainings and discussions of activities were held. • The strategic activity plan of LMA, as of the academic department of VILNIUS TECH for 2026-2028, has been prepared and approved. • The strategic documents have been prepared and formalized in the VILNIUS TECH information system, where their monitoring is carried out. • Strategic tasks were discussed in the deanery and departments of the LMA.	new strategic activity plan of the LMA as an academic department of the university has been prepared and approved, responding to the strategy of VILNIUS TECH. • The LMA community has a clearer understanding of VILNIUS TECH's strategic goals and the nature of its activities. • The unique mission of the LMA is maintained – to foster maritime culture and traditions.
8.	To ensure that the institution has clear goals which everyone can subscribe to and develop a clear vision and a common understanding of long-term strategic ambitions and how these can be achieved;	Ongoing and Planned Actions: • To further develop the strategic activities of the LMA as a distant faculty with economic independence.	
9.	To fully formalise its strategic documentation to ensure key action strands are clear to all stakeholders and can be systematically implemented and efficiently monitored;		
10.	To formally evaluate whether the KPIs used are useful and the data collected can inform relevant changes that could drive strategic development;	Completed Actions: • The performance measurement indicators were analysed, the meaningfulness of the indicators was assessed, and the indicators were coordinated with the general performance indicators of VILNIUS TECH. • In 2024–2025, the quality management system of the LMA was revised and updated, considering the level of integration into the VILNIUS TECH KVS. Ongoing and Planned Actions: • To prepare descriptions of the main VILNIUS TECH processes that are used to guide activities in the LMA. • To achieve the objectives set out in the new strategic action plan by evaluating the activities according to the established indicators.	Impact: • The indicators set out in the new LMA Strategic Activity Plan are related to the main performance indicators of the University. This allows to clearly see and measure the change regularly. • In 2025, the LMA's QMS compliance with the ISO 9001:2015 standard was approved. • A plan for the implementation of the certification audit notes has been prepared.
11.	To develop the strategy so as to formulate clear directions about research, which relevantly	Completed Actions: • The activities of the LMA are integrated into the University's	Impact: • 7 positions of researchers have been established.

	differentiate between scientific and applied research;	research planning and organisation activities. - The position of the Vice-Dean of Research of the LMA was established. - The Maritime Transport Research Centre was established.	The R&D project "Development of a Smart On-Ferry Vehicle Placement and Queue Management System" (code 02-020-K-0073) is being implemented, which is partially financed by EU funds.
12.	To develop research capability at strategic organizational level and ensure research activities are distributed across the institution equally;	Ongoing and Planned Actions: To expand scientific and applied research, considering the priority directions of the university.	
13.	To develop and overarching strategic approach for internationalisation and clearly establish priorities and allocate resources against these;	Completed Actions: - As of 1 October 2024, the LMA's international activities have been integrated into the University's international activities: - international cooperation initiatives are coordinated with the International Relations Office, - international exchange of students and employees are coordinated with the International Relations Office and administered in a unified information system, - international projects implemented by the LMA are coordinated with the Project Department and registered in the VILNIUS TECH document management system. - In 2025 by the resolution of the Senate, the VILNIUS TECH Strategic Partnerships Activity Plan for 2025-2026 was approved, which also includes the LMA. Ongoing and Planned Actions: - By the end of 2026, the concept of the VILNIUS TECH strategic partnership will be updated.	Impact: VILNIUS TECH LMA's partnerships with universities, companies, and organizations are developed according to clearly defined indicators, which help purposefully allocate the available financial and human resources.
14.	To evaluate the new structure, including the Deputy Director post, to ensure research activities are distributed across the institution equally;	Completed Actions: - As of 1 October 2024, LMA management has been integrated into the VILNIUS TECH management system. - The workload of the LMA management has been determined, considering the regulation of VILNIUS TECH. - Two additional positions of vice-deans have been established. Ongoing and Planned Actions: - At the end of the transitional period of 2 years, the LMA staff shall be subject to the performance evaluation provisions in force at the University.	Impact: - Workloads and payment procedures are defined. - The work functions of the LMA's management staff have been reviewed, and they have been evenly distributed.

15.	To ensure staff development activities are systematically guided by strategic objectives rather than individual staff priorities, and that qualification/competence differences can thus be levelled out across the different departments;	Completed Actions: - As of 1 October 2024, LMA employees have become part of the staff of VILNIUS TECH and are subject to the procedure established at the university for the development of competencies and qualifications. Ongoing and Planned Actions: - To ensure consistent development of the qualification and competence of LMA personnel.	Impact: The conditions for the development of personnel are clearly defined.
16.	To better manage dropouts by exploring all points at which students become vulnerable and offering counselling for alternative pathways still within the maritime sector;	Completed Actions: - In 2024, the VILNIUS TECH Senate approved the Plan of Measures for the Prevention of Student Dropout, which defines responsibilities for activities that help students to complete their studies. These measures are also applied to the LMA. - LMA is implementing the strategic partnership project "<i>Seafarers Experience Appealing For Shore</i>" (SEA4SHORE, contract No. 2023-1-LV01-KA220-VET-000166919), which is aimed at the continuity of seafarers' careers on shore, dissemination of this information, and selection of career opportunities. Ongoing and Planned Actions: - To continue the activities of student mentors. - To improve the system of communication with students who are in practice on seagoing ships, involving internship mentors, consultants, and alumni. - To involve seafaring alumni in the study process. - To consistently implement the measures provided for in the action plan approved by the Senate.	Impact: - In 2024, a new position was established at the LMA – Internship Manager, who is responsible for maintaining contacts with students, cooperating with employers in internship companies, finding internship places, etc. - Consultations on maritime sailing internships are carried out, and managers and consultants are appointed. - From September 2025, 5 mentors of students admitted to the LMA were appointed, mentoring activity plans were drawn up, and individual and group consultations were carried out. 4 new lecturers and seafarers were attracted.
17.	To develop more varied mechanisms by which external stakeholders become even more involved in management activities;	Completed Actions: - From 1 October 2024 the management of the Lithuanian Maritime Academy is integrated into the University management system. - The principles of involvement of social stakeholders in governance established at the University (social partners are included in study programme committees, the faculty council) have been applied. Ongoing and Planned Actions: - To conduct a survey of stakeholders and, after clarifying their expectations, to supplement the data of the context and risk	Impact: - In December 2025 the Council of the faculty – VILNIUS TECH LMA – was elected with the involvement of social partners. - SPCs with the participation of representatives of the social partners have been approved. - Social partners are invited to the Career Days and Round Table discussions.

		matrix of the LMA CSR to meet the expectations of stakeholders as much as possible.	
	For the Quality Assurance Area		
18.	In order to improve the research, education, and innovation ecosystem, partnership with the VILNIUS TECH alumni, key employers, and community should be strengthened.	Completed Actions: • In January 2023 the Strategic Partnership Centre was established, the main function of which is to strengthen and expand partnerships with university graduates, business partners, and improve students' career planning. • In January 2023, a plan of activities with alumni of VILNIUS TECH was prepared, the activities of the Alumni Club were strengthened, a new president was elected. Regular meetings in faculties and the university began. More information: https://vilniustech.lt/bendruomene/alumni/ • In 2025, the establishment of the VILNIUS TECH Support Fund was initiated and approved by the Senate of the University and by the University Council. • For more information on partnerships with graduates, social partners, and society, see point 40. Ongoing and Planned Actions: • To update and present the concept of strategic partnerships and its implementation plans to the university community. • To analyse the possibility of establishing Board of Trustees next to the study programmes (on the example of the Event Engineering study programme), which would consist of 2-5 main providers of internships and employers. Boards are systematically informed about changes in study programmes, invited to participate in study committees and the external evaluation process, thus ensuring constant feedback and improvement of the quality of studies.	Impact: • After the establishment of the VILNIUS TECH Strategic Partnership Centre, which plans, organizes, coordinates, and carries out activities with alumni, a systematic and sustainable structure for the involvement of alumni in the university's activities was created. • Consistent communication (newsletters, information about events) has not only expanded the awareness of alumni about the university's activities, but also increased the involvement of alumni in the life of the university. • The activities of the VILNIUS TECH Support Fund created preconditions for the purposeful involvement of alumni, business, and other sponsors in the strategic goals of the university, the development of studies and research, the support of students, and the strengthening of long-term financial sustainability. • The number of scholarships established by businesses has increased.
19.	The membership within the European University initiative, ATHENA, should be user more strategically in order to have additional benefits in – digitisation sphere, attractive joint programmes, recognition and micro-credentials. The European University	Completed Actions: • As of 2023, the investment project "Establishment of the Integrated Sustainability Technology Laboratory VILNIUS TECH" is being implemented under the National Programme for Increasing the Involvement of Lithuanian Universities in the European University Initiative (Economic Recovery and Resilience Plan "New Generation Lithuania"). A university Sustainability Centre has been established, for which two new	Impact: • The Sustainability Centre has significantly strengthened the competences of sustainability in the ATHENA alliance and the role of VILNIUS TECH in this topic. The university's contribution to the training of external target groups and the training of specialists in this field has been significantly increased.

	alliances bring a number of possibilities to their member universities, such as strategic outgoing and inviting guest lectures, new relationships to foreign social partners.	interdisciplinary study programmes have been prepared – Sustainability Technologies (first cycle) and Sustainability Management (second cycle) and 10 microcredential courses. More than 50 educational events, trainings for foreign and Lithuanian partners, lectures for foreign partners and Lithuanian business practitioners were organized. • In January 2024 an application was submitted for the implementation of the 2024-2027 phase of the ATHENA Alliance, but no funding was received. The Alliance was granted the status of Seal of Excellence, which ensures participation in all EUI initiatives. • Together with ATHENA partners, the joint <i>Erasmus Mundus</i> programme EMMINENT was launched in 2024. • Students and lecturers were invited to public lectures by ATHENA university lecturers. • A joint intensive learning camp for ATHENA Alliance students was organized at VIGO University. • A joint summer camp for doctoral students of the ATHENA Alliance was organized at VILNIUS TECH. • Information is updated on the Shared Resources Directory of ATHENA universities' scientific cooperation proposals, equipment sharing platform. Ongoing and Planned Actions: • In March 2026, an application for funding for the continuing activities of the ATHENA Alliance is submitted, as well as an application for the development of joint programmes of the European degree label.	• The establishment of 4 ATHENA thematic clusters (Digitalisation for all, Sustainable production, Health and well-being, Creative industries) is a key instrument for consolidating activities with partners in order to increase the impact on regional ecosystems. ATHENA's thematic clusters are communities that bring together academic staff, researchers and a common infrastructure. Each cluster is interdisciplinary and integrates all three missions of the university – research, study and impact projects. In each thematic area, the partners of the alliance jointly implement more than 30 study programmes, training specialists in six topics, and scientific cooperation between the partners takes place. • All four clusters are directly relevant to the smart specialisation priorities of the partner regions and are focused on sectors that are important for Europe's competitiveness. • The establishment and management of the ATHENA Creative Industries Cluster initiated by VILNIUS TECH contributes to the strengthening of the university's leadership in the alliance in this field; is a significant contribution to strengthening the potential of the Lithuanian creative industries cluster. • Together with ATHENA partners, 2 <i>Erasmus Mundus</i> joint programmes are being developed, as well as 3 <i>Erasmus+</i> and 2 <i>Horizon</i> projects are being implemented.
20.	At the session with internal stakeholders, it was explained that there are examples of lectures that are quite outdated and not very relevant for the study programmes. Thus, we recommend to analyse the teaching materials and to motivate the teachers to update and improve them.	Completed Actions: • To strengthen the quality management of study programmes, the functions of the Faculty Study Committees (FSC), the Study Programme Committees (SPC), and the University Studies Committee (USC) were revised. In 2024, the Regulations of the Study Committees were approved, defining the committees' responsibilities and decision-making procedures. A digital reporting system was created, accessible to the entire academic community via the internal information	Impact: • The management of study programmes, the distribution of responsibilities and the accountability of the SPC as the main unit ensuring the quality of the study programme are strengthened. • At various levels (SPK, FSK, USK), the content of study programs is continuously aligned with

		system. The reports also include lecture observation results and other factors influencing the quality of studies • The quality of lecturers' classes and cooperation between lecturers is strengthened. Training sessions are organized for observers of the lectures, where SPC members and other lecturers who go to observe the classes of colleagues participate. Emphasis was placed on feedback. Good examples are discussed in the departments. In 2023–2025, representatives of all faculties participated, a total of 124. • VILNIUS TECH implements a consistent and systematic practice of reviewing and updating study programmes. Every year, an analysis of the entire study programme portfolio is carried out, during which the relevance of study programmes, the number of students, the employability of graduates and their compliance with the needs of the labour market are assessed. Unprofitable study programmes or specialisations are suspended or deleted from the register of the Ministry of Education and Research, and new or renewed study programmes and specialisations relevant to the labour market are being prepared. To increase the accessibility of studies, master's studies are taught in a hybrid way. • From autumn 2024, discussions on the quality management of studies with the SPC and heads of departments (news related to studies, teaching methods, etc.) have been held (at least 2 times per semester). • In 2023, an audit was conducted of all current course descriptions (covering aspects such as program and course alignment, content, teaching methods, alignment of learning outcomes, recommended literature, and other relevant factors). • Training was organized in 2023-2024 for the SPC and FSC members on the quality criteria of study course cards and their certification. Representatives of all SPC and FSC participated in the training. • Training was conducted for lecturers on the preparation of subject cards and ways to get involved in the process of quality assurance of studies. In 2023-2025, lecturers from all faculties participated in the training, a total of 173. • In 2023–2024, faculty training was conducted, the aim of which was to increase the quality of learning outcomes and the attractiveness of studies through the use of educational technologies and innovations (partly funded by the University and partly by the National Education Agency's project "Digital	the needs of the labor market and the university's strategic goals. • Lecturers' knowledge of their participation in the internal quality assurance of studies has been strengthened, and educational competencies have been improved. • The curriculum is being updated, and modern teaching and learning methods that encourage active student engagement are being implemented, laying the foundation for student-centered learning. • The updated certification requirements for pedagogical titles encourage lecturers to purposefully improve pedagogical competencies which ensure the quality of education.
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		Transformation of Education ("EdTech"). In 2024, instructors developed 105 interactive digital teaching and learning tools, 30 interactive digital books, and 16 self-paced courses in the Moodle environment. A total of 218 instructors participated. • From 2024, a new cycle of training "Innovative Teaching VILNIUS TECH. FAQ – Teachers Respond and Provide Examples" has started. During the training, lecturers share their innovative teaching experience at the university level. This encouraged a significant number of lecturers to apply the innovations they heard about in their study subjects. In 2024-2025, a total of 200 lecturers participated. • Starting in 2024, guidelines on the structure of high-quality lectures have been developed for all lecturers, particularly newly hired ones. These guidelines are distributed before each semester and made available to the entire academic community via the <i>Moodle</i> course "Strengthening Educational Competencies". • The implementation of PBL (Problem-Based Learning) in study programmes in different forms has been started (see point 28 below for more). • The procedure for the attestation of pedagogical titles of lecturers has been updated, in which the aspect of educational competencies has been strengthened and expanded: to achieve a higher pedagogical title, lecturers must provide evidence of pedagogical activities that strengthen the quality of studies. Ongoing and Planned Actions: • Continue to maintain the established study programme management system, which ensures the updating of course content, provides a variety of training opportunities for faculty, and supports them in applying innovative teaching methods. • Further strengthen the academic community's engagement in a quality culture of studies by fostering dialogue among faculty, students, and administration, as well as shared responsibility for improving the educational process. • To improve the monitoring system of lectures by strengthening the importance of mutual feedback and communication, thus developing a culture of cooperation between lecturers both in faculties and throughout the university. • To support the development and further improvement of the integration system of new lecturers as needed, ensuring mentoring, methodological assistance and consistent	
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		introduction to the principles of quality assurance of university studies.	
21.	The digitisation of the quality management system is well advanced, but more visualised tools are needed for effective use of data and analysis.	Completed Actions: • In 2023, a data visualization platform (Power BI) was created for faculties, departments, and SPC. Power BI capabilities and structure were presented to the rectorate, USC, SPC chairs, and vice-deans of studies. • Power BI is also used to display Sustainability data of the university (electricity and heat energy, water consumption, electricity from renewable sources, fuel consumption, CO2 emissions). • The digital system for strategic operational planning has been updated within the internal information system (it now shows how indicators are calculated—the formula is clearly described and the individual components are visible). • A digital system for individual researcher planning is being developed (the research component is nearing completion). The system integrates planning and accountability and helps researchers map out their career paths (outlining what needs to be done to advance to a higher research rank within a desired timeframe). Ongoing and Planned Actions: • The system of data presentation by visualization is further improved. • A system for planning the individual workload of lecturers will be further developed.	Impact: • Using Power BI allows for better data visualization and more effective use of data at various levels within the university. • The updated Digital Framework for Strategic Activity Planning provides a clearer link between faculty and university strategic indicators. • The digital system of individual planning of researchers is useful not only for the researchers, but also for their supervisors in planning financial and human resources and cooperation.
Recommendations submitted to the Lithuanian Maritime College of HE (from 1 October 2024 – VILNIUS TECH Lithuanian Maritime Academy)			
22.	To maintain its public information in relation to Quality Management System (hereinafter QMS) up-to-date and accurate, at all times;	Completed Actions: • The information of the LMA on the website and in the internal Document Management System DVIS has been updated. • Even after the LMA joins the University, the accreditation of the LMA according to ISO 9001 continues (such a need is due to the specifics of the LMA's activities related to maritime specialties, which are guided by international regulations). Public information is available on the LMA website: https://lajm.lt/lt/apie-lajm/kokybe/	Impact: • The information of the community and social stakeholders has improved.

		Ongoing and Planned Actions: Regularly update information related to accreditation according to ISO 9001.	
23.	To institute a cyclical system to make changes to QMS so that stakeholders can contribute effectively and consistently to areas which impact their activities;	Completed Actions: - A new version of the LMA Quality Manual has been created. - A new organisational structure for the management of the QMS has been formed. - A new scheme of LMA processes has been drawn up. - The LMA's independent and joint processes with VILNIUS TECH were distinguished, according to which the documentation of processes in all areas of activity at all levels (procedures, procedures, and instructions) was updated. - LMA QMS has been integrated into VILNIUS TECH QMS to achieve harmonious process execution and performance indicators. Ongoing and Planned Actions: - After analysing the documentation and systems of the LMA and VILNIUS TECH QMS and their coherence with each other, it is planned to update the internal regulatory documents of the QMS in 2026.	Impact: The documentation of the LMA QMS is integrated into the University QMS.
24.	To streamline risk management across the various QMS documentation to ensure relevant risk factors are identified and mitigated equally across the areas of provision;	Completed Actions: - The context of the LMA Organisation and the Risk Register have been updated. This document is updated at least once a year, considering the results of the Management's evaluative analysis. As part of the processes of reorganization and integration of the previous Lithuanian Maritime College of Higher Education into VILNIUS TECH, in the event of significant changes in the internal and external environment, it was renewed 2 times in 2025. - In 2024, operational risk management and business continuity training was organised. Ongoing and Planned Actions: - To ensure effective risk management, it is planned to provide an assessment of both acquired and residual risks in the annual activity assessment plan of each LMA unit.	Impact: After the reorganisation, risks and environmental changes were reassessed. A document related to this has been updated.
25.	To ensure its system of monitoring QA actions is applied consistently, is	Completed Actions:	Impact:

	itself tested for fitness-full-purpose and renders relevant results which can, indeed, drive improvement;	The VILNIUS TECH LMA QMS performance measurement indicator plan has been updated, taking into account the indicators of the VILNIUS TECH Strategic Activity Plan, the indicators of the LMA Strategic Activity Plan, the annual activity reports, and the results of the evaluation analysis of the LMA management, to ensure the compliance of the indicator plan with the university's strategic, internal, and external documents of the faculty.	- The LMA's performance measurement indicators are aligned with the University's main performance indicators. - The activities of the LMA are systematically planned.
26.	To consider introducing formal training on plagiarism, acquiring a plagiarism detection software to ensure lecturers are consistent in their treatment of plagiarism, and systematically collecting and analysing cases of plagiarism as part of QMS;	Completed Actions: - Since 2024, 8 <i>Moodle</i> and <i>Turnitin</i> training courses have been organized for LMA teachers. - The Academic Support Centre regularly provides group and individual consultations to the LMA community. - The schedule of trainings for which LMA lecturers are invited to register is publicly published on the university's website, and an individual report of each employee's participation in the training is formed in the <i>manovilniustech</i> appointment. Ongoing and Planned Actions: - To regularly conduct training for LMA lecturers and involve them in the training organized by the Academic Support Centre.	Impact: The knowledge of LMA lecturers about plagiarism prevention and the application of plagiarism detection software has expanded.
27.	To consider instituting a system to allow for students in all bodies to be nominated or elected by students and not selected/appointed by LMA staff without student endorsement.	Completed Actions: - On 11/12/2025, the Faculty Council of the VILNIUS TECH Student Council (SA LMA) was established, and the Chairperson of the SA LMA was elected. https://vilniustechsa.lt/vilnius-tech-lja-seniunu-konferencija/ Ongoing and Planned Actions: - To consistently integrate the student representation of the remote faculty into the work of the entire university SU.	Impact: - Establishment of a fully functional student government. - Better representation of LMA students.
For the Studies and Research (Art) Area			
28.	Interdisciplinary studies should be developed further, first by supporting the efforts of the working group which establishes a new national framework for these studies but also by making good use of what is already allowed in the present legislation to develop truly	Completed Actions: - In 2025, the Study field descriptor of Interdisciplinary Studies was prepared and discussed on a national scale (representatives of the University actively participated in the preparation of the descriptor). - The procedures for the development and implementation of VILNIUS TECH study programmes and other related documents	Impact: - Interdisciplinary study programmes have been created and launched: - Sustainability Technologies (first cycle) (related subjects of Management, Environmental Engineering and Energy Engineering);

	interdisciplinary technical programmes;	have been updated to incorporate provisions regarding college study programmes. • As of 2023, Educational Engineering training has been strengthened. It is a training that develops interdisciplinary competencies, promotes interdepartmental cooperation and opportunities, when lecturers visit different university laboratories and exchange subject-specific knowledge, choosing examples for the subject they are teaching, expanding its interdisciplinarity. In 2023-2025, there were 124 participants in such trainings. • The development of interdisciplinary study programmes is most visible through the implementation of the PBL (Problem-Based Learning) strategy in different forms: in complex works, in individual subjects or modules that combine different study subjects. PBL is implemented strategically: in the autumn semester of 2024, university representatives participated in trainings at Aalborg University, Denmark, then training was held for all SPC chairs of undergraduate programmes and training for lecturers. Regular (monthly) meetings are held with lecturers applying the PBL method to ensure consistent application of the method and assessment of its impact on the quality of studies. • In the spring semester of 2025, the PBL is applied in pilot study programmes, the results are discussed and presented at the university management level, etc. In 2025, 178 participants participated in the PBL training. • A model for the recognition of students' interdisciplinary competencies (digital badges) has been developed, which includes: ○ formalisation of interdisciplinary competencies; ○ recognition of international experience (mobility, internships or projects); ○ consistency with the outcomes of the study programmes and the logic of lifelong learning. Ongoing and Planned Actions: • Systematically and consistently continue the implementation of the PBL strategy in the undergraduate study programmes of university faculties, enabling study programme committees (SPCs) to strengthen students' interdisciplinary learning and ensure its integrity at the level of the entire study programme.	○ Sustainability Management (second cycle) (related subjects of Management, Environmental Engineering and Energy Engineering); ○ Port and Shipping Engineering Management (main direction – Marine Engineering, additional – Business) and Offshore Wind Turbine Engineering (main direction – Marine Engineering, additional – Electrical Engineering). • Interdisciplinary cooperation was strengthened, especially through educational engineering trainings, which promoted mutual learning and sharing of laboratory and subject-specific experience between teachers. • The competences and responsibilities of the SPC chairpersons have been strengthened, as the implementation of the PBL and its coordination promotes a systematic approach to the content of studies, where a strong link between subjects is required. • The introduction of the digital badge system has increased students' involvement in interdisciplinary competence development activities, improved the presentation of their competencies to employers, and increased the attractiveness of studies.
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		Expand the range of training opportunities for university faculty members to ensure coherence among courses across all three levels of study.	
29.	The organization of the SPC meeting should be formalized in order to avoid students missing meetings;	Completed Actions: - The description of the SPK's activity planning process, the requirements for the annual report, the frequency of reporting, record-keeping, disclosure, and the implementation of improvement measures have been updated. An SPK operational checklist has been prepared, and internal SPK audits are being conducted to share best practices. - The SPC prepares an annual activity plan for each academic year, which is approved at the first SPK meeting at the beginning of the academic year. - At the end of each academic year, the SPC organizes a closing meeting to review and evaluate the activities carried out during the academic year and to identify areas of attention for the coming academic year. These areas of attention are incorporated into the activity plan for the following academic year. - After self-evaluating the activities performed, the SPC prepares an annual activity report, which is submitted to the FSC for consideration together with the reports of other SPCs of the same study field. The FSC prepares a summary, which is discussed at the meeting of the FSC. - All minutes of the meetings of the FSK and the SPC are recorded in the Document Management Information System (DVIS). Monitoring of SPC reports is carried out. - In 2024–2025, training was organized for LMA SPC members to achieve effective integration and quality assurance of studies during the reorganization. Ongoing and Planned Actions: - To ensure the quality of the SPC protocols, it is planned to develop protocol templates.	Impact: - Systematic planning, monitoring and accountability of SPC activities has been ensured. - The transparency of the activities of the SPC and the involvement of students has been increased; conditions have been created for students and lecturers of study programmes to get acquainted with the results of the activities of the SPC through mano.vilniustech.lt. - A clear system of motivation of the SPC chairpersons has been created, which contributes to a more consistent quality assurance of the study programmes. - As part of the reorganization and integration process, VILNIUS TECH LMA FSC and SPC have been created, operating in accordance with the recommendations of VILNIUS TECH for study programme committees regarding the organization and implementation of annual activities.
30.	International internships should be promoted and become widely known within the University;	Completed Actions: - Opportunities for international internships at the University are promoted by organizing an information campaign and student consultations: - Throughout the year, the specialists of the International Relations Office provide individual and group consultations (live and remotely) about the	Impact: - Systematic planning, provision of information about international internships and organization of consultations for students of all levels is ensured. - The quality of information presentation and dissemination has been improved.

		opportunities and conditions of traineeships (internships). ○ 3-4 times a year, students of all levels are selected for internships in foreign companies/institutions (EU and non-EU countries). ○ Information on selections for traineeships (internships) abroad is published on the VILNIUS TECH website "Studies and Internships Abroad" and on internal system mano.vilniustech; This information is also sent to each student via email. ○ Information about traineeship (internship) opportunities is presented at annual VILNIUS TECH events (i.e. International Student Day, Career Day, Orientation Days for Foreign Students, Open Day). ○ Information about internship opportunities is included in the "First-Year Guide". ○ Once a year, presentations of internship opportunities are organized for newly enrolled doctoral students. ○ Information material has been prepared for foreign companies about the peculiarities of organizing <i>Erasmus+</i> internships. Ongoing and Planned Actions: • The new version of the VILNIUS TECH website has created a separate page for <i>Erasmus+</i> internships, where the mobility process (before-through-after) will be presented, as well as in a separate section "Impressions of exchange participants". • The announcement of selections for internships in foreign companies/institutions will be published at least 3-4 times a year in the newsletter of the VILNIUS TECH intranet mano.vilniustech. • The Guidelines for the Organisation of Internships in the Company will be translated into English.	
	<i>Recommendations submitted to the Lithuanian Maritime College of HE (from 1 October 2024 – VILNIUS TECH Lithuanian Maritime Academy)</i>		

31.	To consider adding, as part of the admission process, interviews (face-to-face) to better manage student expectations about academic and professional requirements;	Completed Actions: - From 1 October 2024 admission to the LMA is integrated into the University's admission system. Admission takes place in the common LAMA BPO system, individual interviews in the fields of Engineering and Technology studies are not carried out. - The principles of admission established at the University have been applied. - A targeted information campaign for applicants is being carried out, which forms the real expectations of applicants.	Impact: - Pre-established and publicly announced admission requirements, which are presented at various events and publicized through communication channels. - The number of applicants informed about study programmes has increased.
32.	To strategically consider expanding their degree offer to more mature students;	Completed Actions: - Considering the needs of the changing labour market, two new study programmes have been developed and launched from 2025. Ongoing and Planned Actions: - Regularly monitor changes in the labour market, update study programmes and, if necessary, initiate the development of new study programmes.	Impact: The offer of study programmes at LMA has been expanded.
33.	To ensure that clear information on medical requirements is given to candidates for seafaring programs, e. g. through the study program description in the LMA website, in order to reduce or prevent drop-out due to medical reasons;	Completed Actions: Information about the state of health of seafarers and the requirement for medical examination is included in the rules for admission to VILNIUS TECH, published on the website, social networks, study publicity events, etc.	Impact: Clear information on the requirements for seafarers' health and medical examination.
34.	To consider varying graduation requirements to give students more options and support higher graduation rates;	Completed Actions: - From 1 October 2024 LMA applies the procedure for the preparation of final theses and student assistance processes established by the University. The procedure provides for how the topics of the final theses can be proposed by the social partners. Ongoing and Planned Actions: - To expand the choice of thesis topics proposed by the social partners.	Impact: The range of elective thesis topics has been expanded.
35.	To more systematically include students in their research activities in order to increase the level of student participation in research activities;	Completed Actions: The development of applied research competencies has been integrated into study programmes by including specific courses in each study programme.	Impact: Greater emphasis is placed on involving students in research activities.

		- The structure and content of the final theses have been updated to focus on demonstrating students' applied research competencies. - LMA students have been included in the measures offered by VILNIUS TECH for student research activities. Ongoing and Planned Actions: - Expand faculty members' research activities and encourage them to involve students more in research. - Include LMA students in the annual competition to promote student research.	
36.	To address the issues students are experiencing on return from study exchanges in respect credit recognition so as to minimise student academic debt, and to expand possibilities for exchange beyond Erasmus arrangements;	Completed Actions: - From 1 October 2024 LMA applies the procedure for student mobility established by the University and the procedure for credit recognition. - The study subjects of outgoing and incoming students are coordinated prior to their departure from or arrival at the higher education institution. Ongoing and Planned Actions: - Continue to expand targeted academic partnerships aimed at establishing and strengthening partnerships with higher education institutions in European maritime countries. - The LMA will be presented with opportunities to take advantage of the mobility opportunities offered by the NORDTEK and BALTECH alliances.	Impact: The LMA has begun applying the University's policy on recognizing credits earned abroad.
37.	To enhance the intercultural learning experience of students by increasing the volume of intercultural training as part of the programs, and facilitating better integration between Lithuanian and international students;	Completed Actions: - A support system has been created for incoming students (information about studies, life in Lithuania, and LMA, entry, migration documents, etc., appointment of mentors). - Introductory orientation days are organized for LMA students, as well as for all VILNIUS TECH students. - VILNIUS TECH Student Union involves foreign students in its activities, one of the priorities is the integration of foreign and Lithuanian students. Ongoing and Planned Actions: - To increase the number of foreign lecturers, projects and visiting lecturers.	Impact: The integration of foreign students into the LMA has improved.
38.	To expand internationalisation-at-home, such as, but not limited to,	Completed Actions: The offer of blended intensive courses has been expanded (2 new BIPs have been offered).	Impact:

	including shorter project-based collaborations with partners, applied research activities involving students and staff;	Ongoing and Planned Actions: - Analyse the possibilities related to joint study programmes with foreign higher education institutions. - Join groups of international researchers in the implementation of applied research or other projects.	The concept of internationality activities was discussed, and development directions were planned.
39.	To continue to invest in support for English language skills development, especially in light of strategic internationalisation aims also regarding English-medium programs.	Completed Actions: - English courses for lecturers are offered annually. - An English language club was founded. - An Erasmus project is being carried out, the aim of which is to improve the competences of a foreign language. Ongoing and Planned Actions: - Encourage faculty members to take English language courses.	Impact: Better development of English language skills.
For the Impact on Regional and National Development Area			
40.	Leadership for bringing together the community, alumni, business and social partners at the university corporate level should be strengthened and complemented, what may already be happening at the faculty level;	Completed Actions: - Strengthened alumni engagement at university level, complementing faculty initiatives: - evitalized activities of the university alumni club; - LYA (Lithuanian Young Alumni) was integrated into the activities of the alumni club; - the chairman of the alumni club was elected; - regular guest lectures by alumni. - Alumni are actively involved in career education activities: - Every year, VILNIUS TECH Career Days are organized, bringing together students, alumni, business and social partners; - In 2025 the Career Days were attended by members of the LYA (11 students); 2025-11-20 LMA organized the Career Day "GRAVITY" in Klaipėda, where the following took place: - company presentations to students; - Presentation of the VILNIUS TECH <i>digital badges</i> system; - Meetings of the Director of the Centre for Strategic Partnerships and the Director of the LMA with business representatives.	Impact: - An enhanced community-driven innovation model in which alumni serve as: - channels for the transfer of knowledge and practical experience; - bridges between the university and the market; - a factor in attracting talent and strengthening the university's reputation. - The visibility of the university's third mission is increasing as the alumni network actively contributes to the development of the regional innovation ecosystem. - The dissemination of innovation and the development of partnerships are accelerating, particularly in the fields of high technology, space, digitalization, defence, and sustainable solutions. - The quality of employability and skills relevance of graduates is improved: - strengthening the supply of talent for the regional and national innovation ecosystem;

		• There has been a shift from fragmented alumni contacts to a structured cooperation model in which alumni are systematically involved in: ◦ updating the study programmes; ◦ career and educational events; ◦ mentoring initiatives; ◦ innovation, hackathons and <i>challenge-based</i> formats. These activities have been particularly strengthened through international projects (EDIH Vilnius, EuroSpaceHub, MERIT, SustainLivWork, etc.). • Thematic events and industry meetings are regularly organized where alumni share practical insights on: ◦ career trajectories; ◦ entrepreneurship and innovation pathways; ◦ the work at start-ups, SMEs and large technology companies. Partnerships: • Cooperation with business partners is being developed: ◦ on scholarship funding; ◦ on organisation of guest lectures; ◦ on updating study programmes and developing new ones. • Cooperation with municipalities: ◦ attracting and retaining talents in the regions; ◦ initiatives to attract pupils and prospective students. • Career Days are organized annually, during which business partners directly offer internships and jobs to students. • A bank of career counselors has been created, where business representatives advise students on: ◦ entry into the labour market; ◦ professional positioning; ◦ presenting their skills to employers. • In 2025, the establishment of the VILNIUS TECH Support Fund, which was approved by the Senate and approved by the University Council, was initiated and the fund's development strategy was prepared. Ongoing and Planned Actions: • Develop projects to attract students from regional areas in collaboration with municipalities and business partners.	◦ The University is positioned as an active participant in the <i>Skills Ecosystem</i>, and not just a diploma provider. • The impact of the partnership is growing: ◦ support for study programmes from business and municipalities is increasing; ◦ conditions for attracting and integrating foreign students at VILNIUS TECH are improving. • The establishment of the VILNIUS TECH Support Fund will create a sustainable instrument for the involvement of alumni, business and patrons in the implementation of the university's strategic goals. The Foundation's activities will strengthen the support of the quality of studies and research, the attraction of talent and the reputation of the university, while creating preconditions for a long-term and consistent relationship of alumni with the university.
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		• Increase the number of active business partners to attract more students to study at VILNIUS TECH. • Expand internship and work placement opportunities for international students, strengthening their integration into the Lithuanian and regional labor markets. • Develop VILNIUS TECH's support and endowment funds, prepare a brand strategy and communication plan, and refine the value proposition for sponsors.	
41.	Comprehensive guidelines for companies hosting VILNIUS TECH student internships should be further developed;	Completed Actions: • Guidelines for organizing internships in companies have been developed by an interdisciplinary working group, covering: ◦ the objectives and structure of the internship; ◦ the roles of the student, the university, and the company; ◦ the mentor's duties and responsibilities. • The guidelines for organizing internships in companies have been presented and distributed to internship coordinators in the faculties, who will then present them to business partners. Ongoing and Planned Actions: • Develop long-term partnerships with companies that systematically accept students for internships, especially in innovative sectors (high technology, digitalization and sustainability).	Impact: • The university's credibility in the eyes of business has been strengthened, as clear guidelines reduce the administrative burden on companies and increase the added value of practitioners.
42.	A detailed action plan should be developed to make improvements in this area, as outlined in the self-assessment scoreboard. The Self-Analysis Summary identified areas that need to be improved according to the following topics: 1. To strengthen the focus on the implementation of the "third mission" in the University's strategic documents, emphasizing its role in creating innovation-based national progress. 2. Implement more consistent monitoring of the impact on society, strengthen the capacity to identify	Completed Actions: • The "Third Mission" is integrated into strategic management: ◦ The University's Strategic Plan introduces indicators related to the 'third mission', covering the impact on society, the region and the economy, such as the number of lecturers attending conferences with the presentations, income from projects and research-related services, student involvement in research and artistic activities, student recruitment, income from courses for the public, etc. ◦ The Center for Strategic Planning, Quality Management and Analysis has started systematic data collection and analysis based on approved indicators, creating prerequisites for regular monitoring and reporting. • The process of monitoring the impact on society has been refined, allowing to assess the benefits of the university's activities not only from an academic point of view, but also from a social, economic and regional point of view, as well as to use the collected data to make decisions and adjust the strategy. Once	Impact: • The university is moving towards impact-based strategic management, in which the "third mission" becomes not an additional activity, but an integrated part of the strategy. • The accessibility and flexibility of studies are increased, allowing for different target groups (employed, international students and regional residents). • The university's impact on society is strengthening, as services, competencies and the offer of studies become more oriented to real socio-economic needs. • VILNIUS TECH is positioned as a modern, open and resilient higher education institution capable of responding to demographic, technological and geopolitical changes.

	new areas of impact and forms of activity. 3. To improve the range of services to the public, which includes studies, training and R&D. 4. To promote more active involvement of students in activities relevant to society through the interdisciplinary activities of the University.	a result is achieved, the short-term and long-term impacts of that result are considered; for example, a conference might have short-term impacts such as networking and resulting research projects and studies; long-term impact on society—a new research methodology has been developed, an important research discourse has been initiated, international recognition of Lithuania in the field of research or art, etc. • The collection of data on societal impact activities is structured and carried out in academic departments, and data are analysed and summarized based on the departments' annual reports. • The range of services offered to the public is expanded and their visibility is increased: ○ publicity of services to the public was initiated in a separate subpage of the university's website; ○ structured information about the university's competencies, services and open activities. • Solutions to increase access to studies and flexibility have been implemented, responding to the needs of different learners: ○ starting in 2022, some master's degree programs are being delivered in a hybrid format; ○ blended learning is implemented (theoretical classes are conducted remotely, while practical classes are in-person); ○ monitoring of part-time students has been introduced, the number of persons who have improved their qualifications is planned in the strategic plan; ○ The number of master's programs delivered in a hybrid format is being consistently expanded. • A new position of vice-deans has been introduced for relations with alumni and business (from 2023). The motivational system encourages the vice-deans to carry out activities strategically oriented towards the activities of the "third mission". • Positions of communicators in the faculties have been established. The aim is to promptly and consistently publicize research innovations and university activities to the public. • In response to the results of social partner surveys, a digital badge system based on playful elements was initiated and developed in 2023. This system aims to promote and recognise students' general competencies (<i>critical thinking and problem-solving, analytical thinking, creativity, communication, engineering thinking, leadership, internationality and interculturalism, sustainability and social responsibility, media and AI information literacy, digital</i>	
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		<i>content literacy development and programming, experimentation and technical creation, scientific literacy, financial and economic literacy, and cultural awareness and cultural expression).</i> Ongoing and Planned Actions: • Establish a system for monitoring the impact on society / collecting data with the help of external experts. • Further increase the accessibility of studies to the public. • Increase the number and quality of services to society related to research and studies.	
43.	The life-long learning strategy to benefit social partners, especially for postgraduate teaching and professional development should be further developed and enhanced;	Completed Actions: • A model for the offer of studies and courses has been developed, operating on the principle of an "e-shop": ◦ individual study subjects are offered as independent learning units; ◦ Prerequisites are created for flexible acquisition of competences and development of micro-credentials. • Digital infrastructure for lifelong learning has been developed and expanded: ◦ For 2024-2025, the university's e-shop platform has been adapted for the sale of study subjects and micro-credentials; ◦ established links with university information systems; ◦ a fast, convenient and legally clear procurement process is ensured; ◦ administrative staff has been trained; publicity measures have been implemented; ◦ currently, 127 study subjects (micro-credentials) are publicly offered, the majority of which are at postgraduate level. • The offer of qualification development and micro-credentials has been significantly expanded, focusing on employed, public and private sector professionals: ◦ 15 self-paced learning courses in the Moodle environment have been developed according to the modules of the master's study programmes; ◦ The courses are publicly available in the "<i>Qualification Improvement</i>" section of the university's website, and will later be transferred to the e-shop. • After LMA joined VILNIUS TECH, qualification courses have expanded significantly:	Impact: • The University has become a flexible and reliable partner for lifelong learning, able to react quickly to technological, economic and demographic changes. • The attractiveness of postgraduate studies and professional development is strengthened by providing opportunities to combine studies, work and upskilling. • Promoting a culture of lifelong learning on and off campus by offering inclusive, innovative and modular forms of learning. • The university's impact on social partners is increasing, as the learning services offered directly respond to the needs of the labour market and the public sector. • VILNIUS TECH is positioned as a modern, open and future-oriented institution that actively contributes to strengthening the resilience of the knowledge economy and society. • Micro-credentials and digital badges have enabled more flexible recognition of acquired competences and a faster response to changes in the labour market, the lack of digital and technological skills and the growing need for continuous up-to-date qualifications. This increases the competitiveness of graduates and their value in the innovation and startup ecosystem.

		○ In 2025, 537 upskilling courses were organised and 4665 participants participated, which is almost four times more than in 2024, when 144 courses were organised; ○ 16 new qualification improvement programmes have been prepared. • Strengthening the link with the social partners in education and the public sector by: ○ In 2024, the National Teacher Qualification Improvement Programme (together with Vilnius University) was accredited and implemented by the Ministry of Education and Research; ○ lectures for school career specialists are regularly given; ○ Conferences and qualification improvement seminars are organized for teachers. • The attractiveness and accessibility of postgraduate studies is increased: ○ As of 2022, hybrid master's studies have been steadily expanded; ○ Currently, 32 master's degree programs are offered in a hybrid format. • Remote mathematics and physics lessons for the preparation of the State Maturity Examinations (VBE) have also started to be organised for eleventh graders (previously, only twelfth-graders were invited). Compared to 2022 data, in 2025 the number of participants in mathematics and physics classes was twice as high, 513 students. • A system for offering micro-credentials is being tested. These learning formats are based on project-based, interdisciplinary and international learning, which allows for a faster response to changes in the labour market, the lack of digital and technological competences and the growing need for continuous qualification updates. Ongoing and Planned Actions: • To consistently expand the offer of study modules (micro-credentials) in the e-shop, including: ○ self-paced learning modules (Moodle); ○ new qualification development programmes; ○ project-based training modules (where project conditions allow).	• Teachers and school career consultants have acquired competencies in the field of engineering technology education.
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		• Structure the training offer according to clear categories, focused on different target groups: ○ qualification improvement courses for professionals; ○ training for preparation for studies and strengthening of basic competences; ○ creative and technological skills development programmes. • Strengthen the links lifelong learning provision and social partners, in particular: ○ public sector; ○ SMEs and innovative enterprises; ○ education and regional development institutions.	
44.	Bigger support in technology transferring to business or establishing start-ups by the University scientists and students should be provided. This should be coupled with more information about existing supports and promotion of that activity, so that better take-up is encouraged.	Completed Actions: • The VILNIUS TECH Knowledge and Technology Transfer Operational Strategy for 2023-2026 has been approved and implemented, setting clear priority directions in the areas of technology commercialization, promotion of entrepreneurship and research-business cooperation. • The VILNIUS TECH Business Ideas Acceleration Programme has been launched for researchers, doctoral students, students and the university's non-academic community. VILNIUS TECH mentors provide continuous support in the process of innovation and start-up development. These are VILNIUS TECH mentors-scientists from various fields of research (e.g. finance, business growth, artificial intelligence, cyber security, digitalization, mechatronics and robotics, sustainability, energy efficiency, urban planning, etc.) who advise on topics, business growth and other issues. The 11-week business acceleration program includes targeted training to increase entrepreneurial competencies, refine potential business ideas, <i>proof-of-concept</i> activities (TRL5-7), a session with mentors (VILNIUS TECH and external ones) and a demo day presentation to investors and mentors. • The competences of the VILNIUS TECH community in the field of R&D commercialization have been systematically strengthened by organizing targeted and thematic seminars and trainings for researchers, doctoral students, students and administration twice a year (9 trainings have been organized): ○ In 2025, 14 license agreements were concluded, in 2024 – 7 agreements;	Impact: • The implemented actions of knowledge and technology transfer, R&D and innovation enhancement have had a significant systemic impact on the university, the regional innovation ecosystem and the broader socio-economic context, moving from individual initiatives to the creation of structured and long-term impacts. • The adopted and implemented Knowledge and Technology Transfer Strategy for 2023-2026 has enabled a consistent strengthening of the culture of technology commercialisation and a clear definition of priorities in the areas of entrepreneurship, intellectual property and research-business cooperation. The university is purposefully moving towards results- and impact-based governance, where decisions are increasingly based on data, indicators and real results (<i>evidence-based governance</i>). • The systematic strengthening of community competencies in the field of R&D commercialization has increased the ability of researchers, doctoral students, students and administration to identify commercial potential, strengthened and increased the funnel of ideas and projects, and accelerated the transition from research to market (shortened time-to-license/market).

		○ A broad portfolio of patents is supported at national and international level. In 2025, 40 patents of Lithuania (VPB of the Republic of Lithuania), 9 European (EPO), and 3 United States of America (USA) patents were supported. In the same year, 12 Lithuanian, 2 European and 2 USA patent applications were filed; ○ In 2025, 4 start-ups were created, in 2024 – 2 start-ups based on licensing agreements; ○ Interdisciplinarity has been promoted, hackathons (AI, sustainability, cities, space, defence) have become an integral part of the ecosystem of practical learning and innovation. • The VILNIUS TECH Research and Technology and Innovation Services Catalogue (NEMO) is being developed and implemented, which systematically connects the university's laboratories, testing and prototyping capabilities, creating conditions for faster transfer of knowledge and technology to the economy. The created NEMO system will be available both to the VILNIUS TECH research and innovation community, as well as to business and other external users seeking to use (rent or order an R&D service). • Mission-based projects and competence centres focused on strategic national and regional priorities, social impact, such as digitalisation, sustainability, security, resilience and technological independence (LitAI, EDIH Vilnius, MERIT, SustainLivWork, ATHENA, etc.) are being developed. • Dual-purpose (civil and security) projects (ComARC, DigiDefence, ChipsLT, AI factories, WEM-Cyber) are being developed in response to the geopolitical situation and the growing need for resilient, reliable and advanced technological solutions. Ongoing and Planned Actions: • To move from the creation of research results to the generation of systematic impacts, purposefully strengthening technology maturity (TRL), patenting, commercialization of technologies and their application in real areas of the economy and society, to transform the knowledge created by VILNIUS TECH into innovative and market-ready solutions: ○ strengthen and promote one-stop-shop IP protection and management services (process layout, IP/legal assistance, tools);	• The consistent strengthening of the intellectual property management system and the active involvement of researchers in commercialization led to an obvious intensification of technology transfer. The growth in the number of license agreements (from 7 contracts in 2024 to 14 contracts in 2025) and the extensive patent portfolio supported at national and international levels indicate that the university is moving towards a more mature, systematic model of commercialization of technology. • The development of the environment for the creation of start-ups and spin-offs has contributed to the growth of the knowledge economy, creating conditions for the university to generate not only scientific publications, but also new companies, products and services that create economic value. Business acceleration program, VILNIUS TECH mentors have created a continuous support infrastructure that allows research results to consistently move from an idea to a solution ready for the market. Growing number of start-ups, spin-offs and licenses, revenues from licensing/FTAs, more mature technologies (more TRL 5-7). • Interdisciplinary hackathons, innovation projects and industry challenges have significantly increased the ability of students and young researchers to apply knowledge in practice, work with real economic and social challenges, and operate in uncertain technological and geopolitical conditions. • The Emerging Service Catalogue (NEMO) and the Innovation Brokerage Model have improved access for SMEs, start-ups and the public sector to the university's R&D&D infrastructure, testing and prototyping capabilities, enabling faster transfer of knowledge and technology to the economy. The university is increasingly becoming an active regional innovation infrastructure hub.
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		○ strengthen the level of knowledge and skills through activities of commercialization of research results and promotion of licensing agreements; ○ develop innovative solutions and <i>proof of concept</i> activities to raise solutions to TRL 5-7. • Consolidate breakthrough technologies as a long-term strategic university core by further consolidating R&D activities in breakthrough areas: artificial intelligence, quantum, space, chips and dual-use technologies, contributing to technological sovereignty, resilience and the implementation of Europe's strategic priorities: ○ Number of R&D projects in the fields of breakthrough technologies (national/international); ○ the volume of funding attracted for breakthrough technologies; ○ number of prototypes and demonstrators developed; ○ participation in national and EU competence initiatives. • To develop an ecosystem conducive to entrepreneurship and innovation, rather than individual projects, by systematically combining patenting, spin-offs, acceleration programmes, study and non-formal education modules and hackathons, enabling ideas to move consistently from research to market: ○ strengthen and popularize one-stop-shop startup support services (process, IP/legal aid, business acceleration program); ○ information and promotion plan (intranet section + newsletter, mentor network in faculties/departments, planning and implementation of strategic indicators, number of visits to events); ○ <i>Proof-of-Concept (PoC)/pre-seed</i> small grant schemes, shortened path from idea to prototype; clear <i>spin-off</i> policy (capital/royalties shares, employee incentives); ○ mentoring and investor network (alumni, industry, VC), periodic Demo/Investor Days, access to sandbox/living labs; ○ monitoring of the commercialisation funnel (flow of ideas → assessments → PoC → licences/spin-offs; KPIs: TRL increase, time to license, active licenses and revenue growth); ○ NEMO integration into communication (self-service requests, service baskets by sector, clear pricing) and study/acceleration activities.	• Mission-based projects, competence centres and dual-purpose initiatives have strengthened the university's contribution to solving strategic national, regional and social challenges (LitAI, EDIH Vilnius, MERIT, SustainLivWork, ATHENA, etc.), internationality, implementation of the third mission and social impact. VILNIUS TECH Competence Centres bring together high-quality interdisciplinary research focused on EU and national priorities. They strengthen competencies in autonomous systems, semiconductors, sustainable technologies and digital defence. The centres promote research and innovation, technology transfer and close cooperation with business and the public sector. Their activities are focused on creating a long-term impact on the economy, security and public welfare, strengthening the international competitiveness of the country and the university. • The consolidation of breakthrough technologies (AI, quantum, space, chips and dual-purpose) will allow the university to become a strategic centre of excellence contributing to technological sovereignty, resilience and the implementation of Europe's strategic priorities. • Strengthening global partnerships and participation in international initiatives will increase VILNIUS TECH's visibility, exchange of competencies and role in shaping the European and global innovation agenda.
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		- To strengthen global partnerships and international position by actively engaging in initiatives such as MIT MISTI, LitAI, EDIH, SustainLivWork, ATHENA and other international platforms in order to increase the visibility of VILNIUS TECH and its role in shaping the European and global innovation agenda. - To further integrate R&D, studies, business, and the public sector into a mission-based innovation ecosystem focused on solving current economic, social and geopolitical challenges, strengthening the university's long-term impact on the region, Lithuania and Europe.	
	Recommendations submitted to the Lithuanian Maritime College of HE (from 1 October 2024 – VILNIUS TECH Lithuanian Maritime Academy)		
45.	To consider involving social partners more strongly in marketing initiatives to allow for admission expectations to be better calibrated by prospective students.	Completed Actions: - Round table discussions between lecturers, students and employers of study programmes are organised regularly. Feedback from social partners and survey results are analysed, study programmes and subject content are improved. - Employers' representatives are more actively involved in the study process for teaching. - Employers' representatives are included in all commissions for the defence of final theses. Ongoing and Planned Actions: - To expand the offer of thesis topics according to the needs of business enterprises.	Impact: - The involvement of social partners in the study process has increased the attractiveness of studies, employers' awareness of studies and the competencies provided to students. - The quality of studies has improved, and students' competencies better meet the needs of employers.