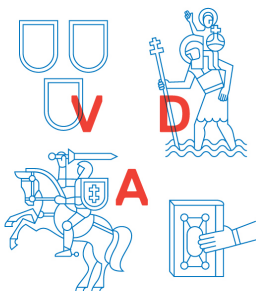


Approved by:
Resolution No. S-2023-2/9 of
the Senate of the Vilnius Academy of Arts,
17 May 2023
Confirmed by:
Resolution No. T-2023-1/2 of
the Council of the Vilnius Academy of Arts,
25 May 2023



Vilniaus dailės akademija

Vilnius Academy of Arts

Strategic Action Plan

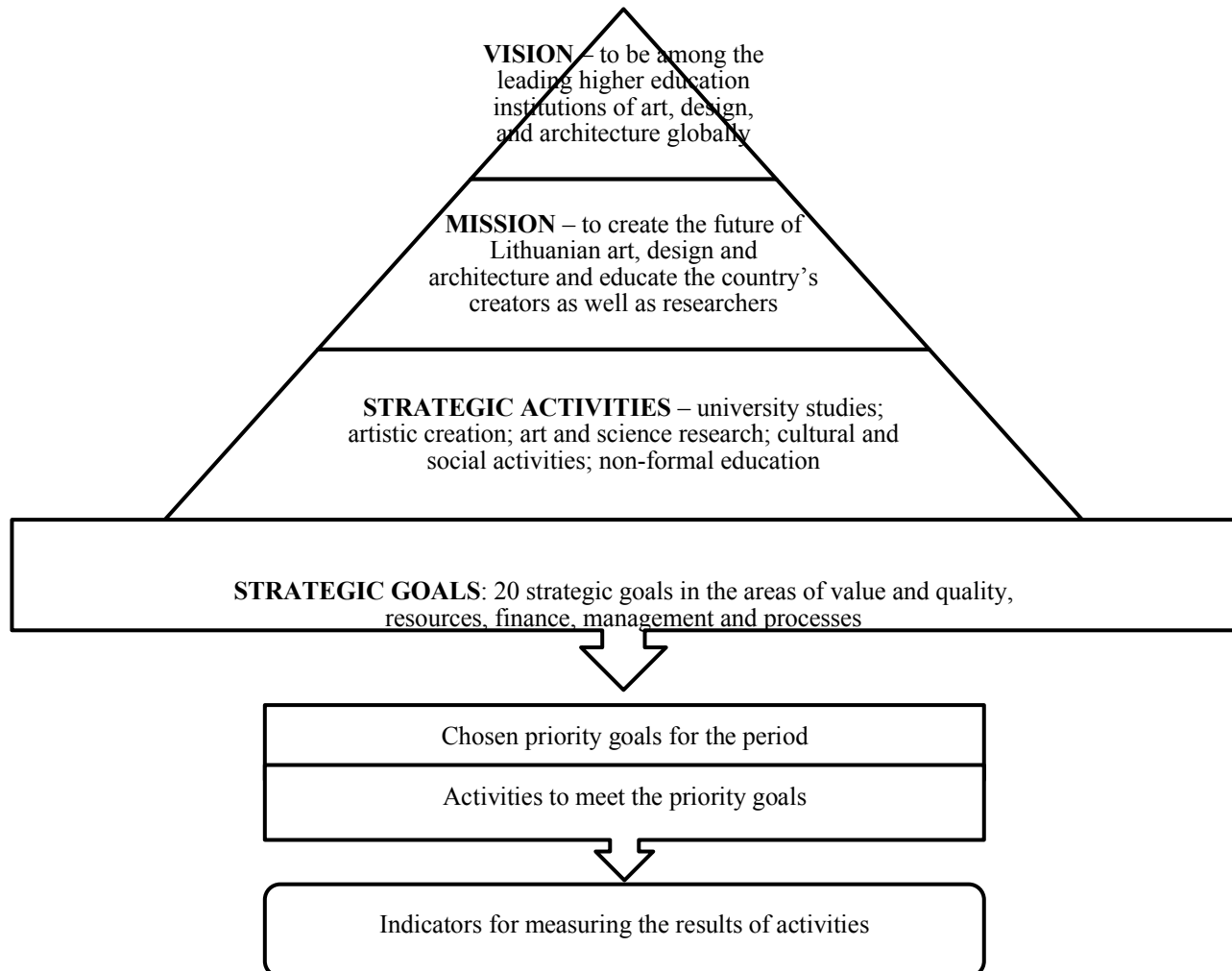
2023–2025

Content

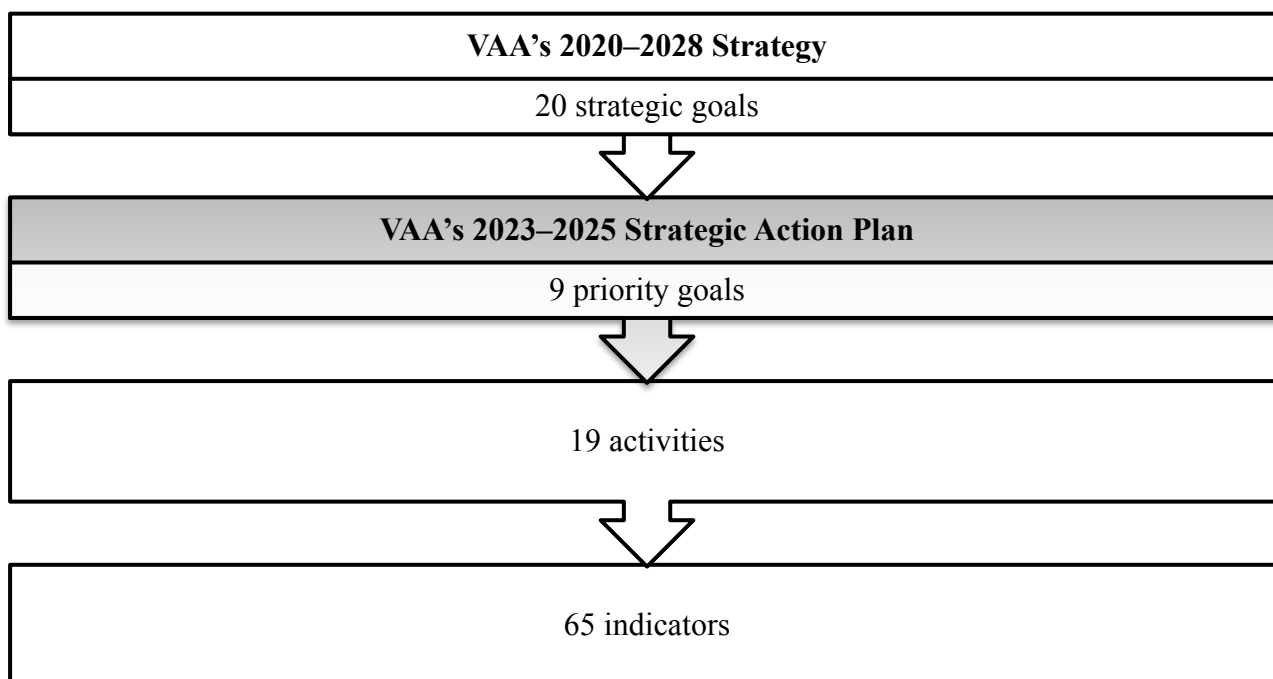
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Abstract

The purpose of the 2023–2025 Strategic Action Plan of the Vilnius Academy of Arts (hereinafter abbreviated as VAA or the Academy) is to help implement the Academy's 2020–2028 Strategy in pursuit of the Academy's Vision of being among the leading universities of art, design and architecture globally.



The Academy's Strategic Action Plan covers the period from 2023 to 2025. For this period, the Academy has identified priority goals from the 2020–2028 Strategy, formulated activities and set indicators to achieve them.



Nine priority goals have been chosen from the 20 strategic goals set out in the Academy's 2020–2028 Strategy. 19 activities have been formulated and 65 indicators for measuring the results of activities have been identified for these priority goals. Responsible persons, sources of funding and time frames for the implementation are assigned to the priority goals and activities.

Choosing priority goals

For the period 2023–2025, the following 9 priority strategic goals (in highlighted text) have been selected to enhance the value and quality of studies and art and science research as well as help attract more funding and achieve better management indicators.

Table 1. Strategic goals

STRATEGIC GOALS			
1. Value and quality	2. Resources	3. Finance	4. Management and Processes
<p>1. Provide university-level education of international standing in the fields of art, design, architecture and history and theory of arts.</p> <p>2. Seek to ensure a high level of artistic creation as well as art and science research that is recognised internationally.</p> <p>3. Enhance the influence that the Academy has in the areas of culture and arts locally and internationally.</p> <p>4. Promote the distinctiveness of each Faculty within the Academy.</p> <p>5. Foster creativity, responsibility and entrepreneurship as well as create the conditions for the growth of talented individuals.</p>	<p>1. Systematically allocate financial resources for the training of the Academy's personnel.</p> <p>2. Optimise human resources in order to ensure the efficient running of the Academy.</p> <p>3. Optimise the use of real estate owned by the Academy and adapt it effectively for strategic activities.</p> <p>4. Efficiently use the information system for activity management.</p>	<p>1. Use the national funding available in an efficient and transparent manner and seek to increase it.</p> <p>2. Increase the income from non-state-funded tuition fees.</p> <p>3. Seek regular project-based external funding.</p> <p>4. Efficiently use the Academy's status as a beneficiary to attract external funding and promote patronage.</p>	<p>1. Improve the Academy's system for managing activities, performance records and feedback.</p> <p>2. Create a centralised motivational system for staff remuneration and training.</p> <p>3. Optimise the processes involved in the activities supporting studies, art and research.</p> <p>4. Enhance the integration and interdisciplinarity of studies.</p> <p>5. Ensure that the activities of the Academy are managed through centres of excellence.</p> <p>6. Encourage volunteering and the involvement of alumni in the Academy's activities.</p> <p>7. Improve marketing and communication processes.</p>

Activity plan to implement the priority goals

In order to implement the priority goals for 2023–2025, activities have been formulated and the targeted results have been expressed as indicators.

Table 2. Activity plan, target results and indicators

Goal No.	Goal	Activity group	Activities and change impact indicators
1	VALUE AND QUALITY		
<i>1.1</i>	<i>Provide university-level education of international standing in the fields of art, design, architecture and history and theory of arts.</i>	University studies	<p>1.1.1. The external evaluation of the study fields has been successfully completed. <u>Target results and indicators:</u></p> <ul style="list-style-type: none"> • During the evaluation of the study fields, first- and second-cycle study programmes in design, architecture and arts have been accredited for the maximum permitted period. • During the evaluation of the study fields, the professional pedagogical studies have been accredited for the maximum permitted period. • During the evaluation of the quality and effectiveness of the doctoral studies in art and design, the doctoral study programmes in arts and design have been accredited for the maximum permitted period. <p>1.1.2. Strengthened internationality of the studies. <u>Target results and indicators:</u></p> <ul style="list-style-type: none"> • An annual increase of 5% in the number of full-time international students. • An annual increase of 10% in the number of full-time international lecturers. • An annual increase of 5% in the number of international students coming to study at the VAA. • An annual increase of 10% in the number of incoming and outgoing short-term exchange students. • An increase of 5% in the number of VAA lecturers participating in academic exchanges. • An increase of 5% in the number of international lecturers coming to the VAA under exchange programmes. • The International Relations Department of the VAA successfully administers the Nordplus KUNO network of Nordic-Baltic higher education institutions of fine arts. • Maintaining active academic collaboration with 8–10 universities abroad. <p>1.1.3. Strengthening the links between the studies and the latest research in art and science. <u>Target results and indicators:</u></p> <ul style="list-style-type: none"> • Updating up to 20% of the study programme content each year, taking into account of the latest research in art and science. • Developing the range of new subjects, taking into account the integration of knowledge and technologies relevant to the VAA studies into the study process, by offering up to 10% of new subjects each year.

Goal No.	Goal	Activity group	Activities and change impact indicators
1.2	<i>Seek to ensure a high level of artistic creation as well as art and science research that is recognised internationally.</i>	Artistic creation and dissemination. Theoretical research. Applied research. Art, design and architecture research. Experimental development, development of innovations.	<p>1.2.1. Improving the quality of art and science research at the VAA.</p> <p><u>Target results and indicators:</u></p> <ul style="list-style-type: none"> • Strengthening and supporting digitally-enabled research and teaching across the arts and humanities after joining the Digital Research Infrastructure for the Arts and Humanities (DARIAH). • Systematic upgrade of equipment in the Art and Design Laboratories at the Vilnius, Kaunas, Telšiai and Klaipėda Faculties each year to at least 70% of the prepared infrastructure upgrade plans. • The Art and Science Laboratory (bio-art and other innovations) has been set up at the Vilnius Faculty. 2024–2025. • Upgrade of the facilities of the Centre for Applied Research and Conservation of Cultural Heritage at the Telšiai Faculty, focusing on new research in the field of restoration. 2024–2025. • Reorganisation of the Department of Doctoral Studies into a Doctoral School for doctoral studies in history and theory of arts, art, design and architecture and the Nida Doctoral School; with the aim that the Doctoral School will be responsible for enhancing the quality, internationality and awareness of the doctoral studies, developing the competences of doctoral students and their supervisors, attracting and retaining talents, and strengthening the links between science, art and business. • Establishment of a Digitisation and Information Services Department at the VAA library (which would upload the VAA's BA and MA theses, as well as scientific and artistic products, to eLABa and preserve them). The Digitisation and Information Services Department would be responsible for digitising and sharing these assets. <p>1.2.3. Increasing commercialisation of VAA knowledge and technology transfer.</p> <p><u>Target results and indicators:</u></p> <ul style="list-style-type: none"> • Implementation of the project “Promotion of Centres of Excellence: Entrepreneurship Programme of Vilnius Academy of Arts”. 2023. • Preparation of 16 R&D products for development and commercialisation and their presentation to the public at local and international level. 2023. • Signing 12 R&D entity outsourcing contracts. 2023. • An annual increase of 5% in the amount of funds received from the commercialisation of R&D products/services.

Goal No.	Goal	Activity group	Activities and change impact indicators
1.3	<i>Enhance the influence that the Academy has in the areas of culture and arts locally and internationally.</i>	Artistic creation and dissemination. Theoretical research. Applied research. Art, design and architecture research.	<p>1.3.1. Organisation of international events at the VAA. <u>Target results and indicators:</u></p> <ul style="list-style-type: none"> • Organisation of an international art/scientific conference. One event per year. • Organisation of the annual conference of the Nordplus KUNO network of Nordic-Baltic fine art academies at the VAA. 2023. • Organisation of an art biennial for students from Nordic-Baltic higher fine art schools. 2023. • Organisation of an International Week for representatives of VAA's foreign partner schools. By 2024. <p>1.3.2. Improving the dissemination of art and science research at the VAA. <u>Target results and indicators:</u></p> <ul style="list-style-type: none"> • Publication of articles in foreign peer-reviewed scientific journals. Minimum 6 articles every year. • Preparation and publication of four volumes of <i>Acta Academiae Artium Vilnensis</i> every year. • Ensuring and maintaining the quality of <i>Acta Academiae Artium Vilnensis</i> so that it can be included in the following databases: Clarivate Web of Science: Emerging Sources Citation Index (ESCI); Directory of Open Access Journals (DOAJ); European Reference Index for the Humanities and the Social Sciences (ERIH PLUS). <p>1.3.3. Exhibition of students' and lecturers' works in Lithuania. <u>Target results and indicators:</u></p> <ul style="list-style-type: none"> • Organisation of the Graduation Show, an exhibition of theses of first- and second cycle students, in Vilnius, Kaunas, Klaipėda and Telšiai for the general public and professionals. Once a year, at the end of the academic year. • Organisation of the Young Designer Prize project, aimed at showcasing works of design students at the VAA and other Lithuanian higher education institutions. Once a year. • Exhibition of the students' works at the Furniture and Design Solutions exhibition (Litexpo). Once a year. • Participation of design students and lecturers in the national event Design Week Lithuania. Once a year. • Exhibition of lecturers' and students' works on display in the VAA galleries at the ArtVilnius contemporary art fair (Litexpo). Once a year.

Goal No.	Goal	Activity group	Activities and change impact indicators
			<p>1.3.4. Exhibition of the works of VAA students, art/science researchers, lecturers and staff at prestigious international exhibitions and events.</p> <p><u>Target results and indicators:</u></p> <p>Participation in international exhibitions and events:</p> <ul style="list-style-type: none"> • Venice Biennale of Architecture. 2023. • Stockholm Furniture Fair. 2023 and 2025. • Milan Design Week. Once a year. • Dutch Design Week. 2024. • Dubai Design Week. 2025. • Season of Lithuania in France. 2024.
2	RESOURCES		
2.1.	<i>Optimise the use of real estate owned by the Academy and adapt it effectively for strategic activities.</i>	All activities.	<p>2.1.1. Improvement of the efficiency of the use of VAA's real estate, optimisation and renovation of the real estate under management.</p> <ul style="list-style-type: none"> • Preparation of a long-term plan for the upgrade and adaptation of infrastructure for people with disabilities, covering all the projects being implemented and to be implemented by the VAA. 2024–2025. • Preparation of an investment project for the Klaipėda Faculty building at 18 Daržų Street and sale of its other building at 16 S. Daukanto Street. 2023–2025. • Renovation of the study building of the Vilnius Faculty at 16 D. Jasinskio Street. 2023. • Renovation of the dormitories in Vilnius and Telšiai. 2024–2025. • Adaptation of the West wing of the Panemunė Castle (the wing is currently used as a hotel) for studies and artistic/academic activities. 2024–2025.
3	FINANCE		
3.1	<i>Use the national funding available in an efficient and transparent manner and seek to increase it.</i>	All activities.	<p>3.1.1. Increased income from state-funded studies – expanding the range of second-cycle study programmes to meet the needs of the studies and labour market.</p> <p><u>Target results and indicators:</u></p> <ul style="list-style-type: none"> • Two new second-cycle study programmes in the field of media arts at the Kaunas and Klaipėda Faculties have been developed and accredited. • One new second-cycle study programme in the field of design at the Vilnius Faculty has been developed and accredited.
4	MANAGEMENT AND PROCESSES		
4.1	<i>Improve the Academy's system for managing</i>	All activities.	<p>4.1.1. A strategic management system has been developed and implemented.</p> <p><u>Target results and indicators:</u></p>

Goal No.	Goal	Activity group	Activities and change impact indicators
	<i>activities, performance records and feedback.</i>		<ul style="list-style-type: none"> • Development and application of a strategic management methodology covering the planning, organisation, monitoring of implementation and reporting of results of strategic and ongoing activities. 2023. • Development and implementation of an integrated performance reporting system (performance reports of individual employees, structural units and VAA). 2024. <p>4.1.2. An annual employee performance appraisal system has been developed and implemented.</p> <p><u>Target results and indicators:</u></p> <ul style="list-style-type: none"> • Development and implementation of an annual performance appraisal policy for all VAA employees (academic and administrative employees), linking the procedures for setting, evaluating the implementation of the annual targets and indicators for each staff member and motivating them. 2023–2024. • Regular surveys of staff performance and work environment to assess staff performance as well as obtain suggestions and insights for improving VAA's activities. The latter form the basis for proposals to improve activities. At least once a year.
4.4	<i>Enhance the integration and interdisciplinarity of studies.</i>	University studies.	<p>4.4.1. Increasing the possibilities for VAA bachelor graduates to continue their studies in the higher cycle in other fields.</p> <p><u>Target results and indicators:</u></p> <ul style="list-style-type: none"> • Development and accreditation of a joint VAA, Lithuanian Academy of Music and Theatre and Mykolas Romeris University second-cycle social science study programme to prepare arts managers. 2024–2025 <p>4.4.2. Strengthening the links between the study programmes in different fields.</p> <p><u>Target results and indicators:</u></p> <ul style="list-style-type: none"> • Organisation of interdisciplinary workshops and projects for VAA's study programmes in different fields. At least one project and workshop every year. • Organisation of interdisciplinary workshops and projects with guest scholars and artists from other science and art institutions. At least one project and workshop every year.
4.6	<i>Encourage volunteering and the involvement of alumni in the Academy's activities.</i>	All activities.	<p>4.6.1. Involvement of VAA's alumni in the Academy's activities.</p> <p><u>Target results and indicators:</u></p> <ul style="list-style-type: none"> • Encouragement of alumni participation in VAA's events and joint projects. At least 2 events every year. • Encouragement of alumni participation in the study process through participation in lectures, seminars and thesis defences. At least 4 every year. <p>4.6.2. Establishment of a VAA alumni club.</p> <p><u>Target results and indicators:</u></p> <ul style="list-style-type: none"> • Encouragement of alumni participation in the alumni club activities: increase in the number of the alumni club members. 20% increase every year. • Creation of an e-platform to promote the alumni club activities. • Preparation of the alumni newsletter. At least 2 times every year.

Goal No.	Goal	Activity group	Activities and change impact indicators
			<p>4.6.3. Promoting voluntary activities and strengthening volunteering in events and activities organised by the VAA.</p> <p><u>Target results and indicators:</u></p> <ul style="list-style-type: none"> • Establishment of an internal (employee–employee, lecturer–lecturer, lecturer–student, student–student) and external (alum–student, social partner/representative–student, artist/researcher–student, artist/researcher–VAA artist/researcher) mentor network. By 2025. • Involvement of the VAA community in volunteering activities. At least one volunteering activity every year.
4.7	<i>Improve marketing and communication processes.</i>	University studies.	<p>4.7.1. Strengthening the image of the VAA study programmes.</p> <p>Target results and indicators:</p> <ul style="list-style-type: none"> • Production of promotional videos presenting the VAA and its Vilnius, Kaunas, Klaipėda and Telšiai Faculties. • Preparation of promotional videos for the study programmes. 18 video presentations. • Development and implementation of a new communication strategy for the VAA.