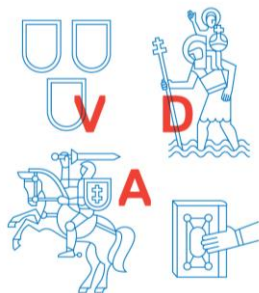


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S-2020-5/19, 27 May 2020
(Senate meeting No. S-2020-5);
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VAA Council Resolution No.
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Vilniaus dailės akademija

Vilnius Academy of Arts Strategic Action Plan

2020–2022

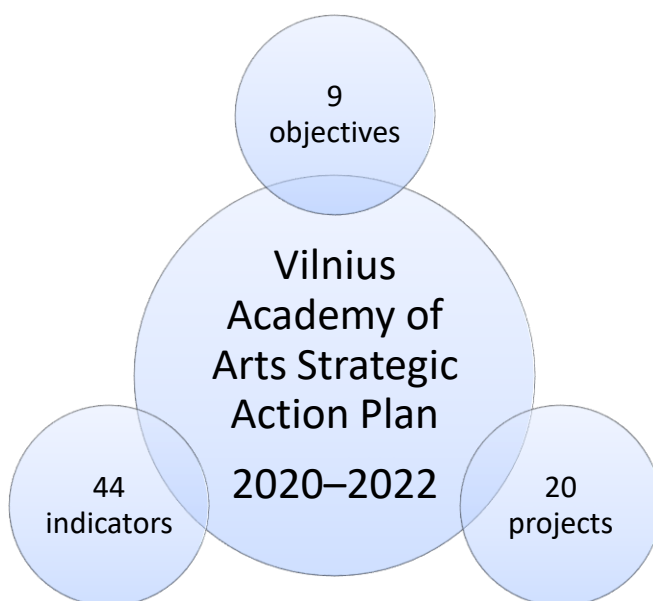
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Summary

The purpose of the Strategic Action Plan of the Vilnius Academy of Arts (hereinafter abbreviated as VAA or the Academy) is to help implement the Academy's strategy in pursuit of the Academy's Vision of being among the best universities of art, design, and architecture in the world.

The Academy's Strategic Action Plan covers the period from 2020 to 2022. During this period, the Academy plans to pursue 9 strategic objectives, implement 20 projects, and achieve 44 set indicators.

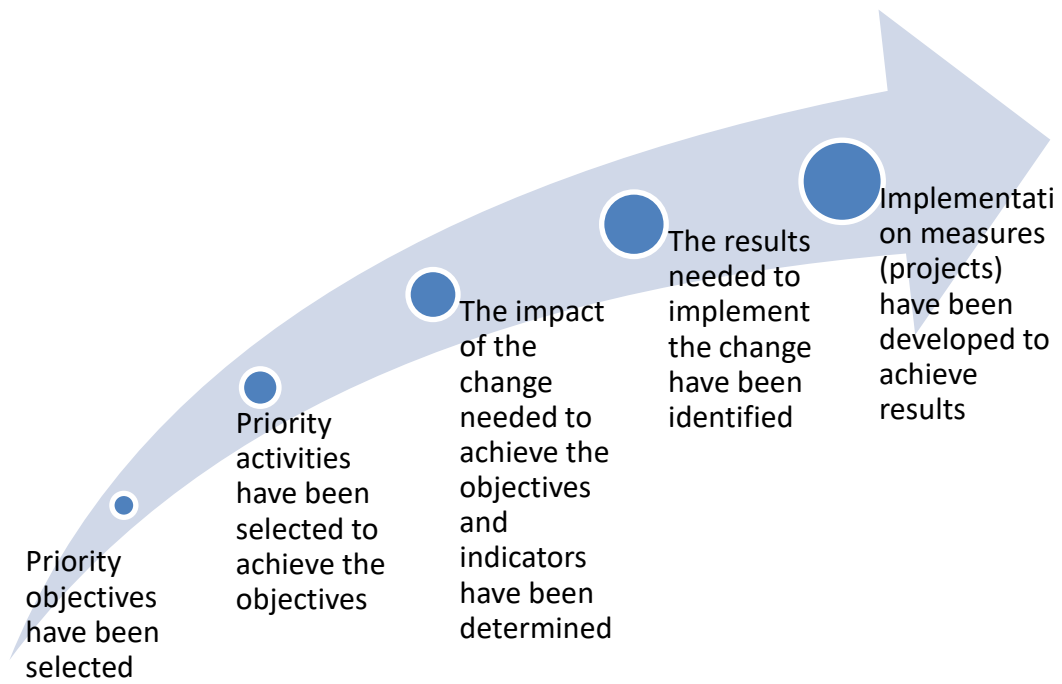


Out of the 20 strategic objectives identified in the Academy's Strategy, 9 priority objectives were chosen. To achieve the selected objectives, the intended impact of the planned change, indicators, outcomes, and implementation measures (projects) to be put into effect have been defined.

20 projects have been set up to implement the 2020-2022 strategic goals. Persons responsible for their implementation have been appointed, and sources of funding and implementation periods have been determined.

1. Achieving Strategic Objectives

The purpose of the Strategic Action Plan of the Vilnius Academy of Arts is to help implement the Academy's 2020–2028 Strategy. Priority activities have been selected to achieve the priority strategic objectives, and the impact of the change needed to achieve them has been determined. Indicators measuring the achievement of change have been specified, and the results needed to implement the change have been identified. Implementation measures (projects) have been developed to achieve the expected results.



In the period of 2020–2022, the Academy has chosen to pursue the 9 priority strategic goals highlighted in colour, which would increase the value and quality of studies, would optimise material resources, and would allow to secure more substantial funding and achieve better management indicators.

Table 1. Strategic Objectives

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

In order to reach the set priority objectives for 2020-2022, the impact of the change needed to achieve the objectives and the indicators defining it have been determined.

Table 2. Impact of Change

Objective No.	Programme/Objective	Activity	Impact of Change
1	Programme: VALUE AND QUALITY		
1.1	Objective: Provide university-level education of international standing in the fields of art, design, and architecture	University studies	1.1.1. Master's study programmes in English are offered in the study fields of Art and Design. <u>Indicators:</u> <ul style="list-style-type: none"> • 20% increase in the number of full-time international students • 20% increase in the number of full-time international academic staff • A joint international Master's study programme has been developed
			1.1.2. The external evaluation of the study fields has been successfully completed. <u>Indicators:</u> <ul style="list-style-type: none"> • During the evaluation of study fields, first- and second-cycle study programmes in History and Theory of Art, Media Arts, and Design have been accredited for the maximum permitted period • The Research Council of Lithuania expert evaluation has concluded that the joint doctoral programme in History and Theory of Arts, conducted by the Vilnius Academy of Arts, the Lithuanian Culture Research Institute, and the Lithuanian Academy of Music and Theatre, should be continued
			1.1.3. Preparedness to provide doctoral studies in the study field of Architecture <u>Indicator:</u> <ul style="list-style-type: none"> • A joint VAA and Kaunas University of Technology doctoral study programme in Architecture has been developed
			1.1.4. Increased international mobility of students and academic staff <u>Indicators:</u> <ul style="list-style-type: none"> • An increase of 20% in the number of students choosing studies and internships abroad • An increase of 20% in the number of international students coming to study at VAA • An increase of 20% in the number of incoming and outgoing short-term exchange students • An increase of 20% in the number of VAA academic staff participating in academic exchanges • An increase of 20% in the number of international academic staff coming to VAA under exchange programmes • VAA administers the Nordplus KUNO network linking tertiary-level art schools in the Nordic and Baltic countries

Objective No.	Programme/Objective	Activity	Impact of Change
1.2	Objective: <i>Seek to ensure a high level of artistic creation as well as artistic and academic research that is recognised internationally</i>	Artistic creation and dissemination Theoretical research Applied research Art, design, and architecture research	1.2.1. An international event organised at the Vilnius Academy of Arts together with international partners <u>Indicators:</u> <ul style="list-style-type: none"> • 1 event over the course of 3 years • At least one international art / research conference every year
			1.2.2. An increased number of publications in internationally recognized publishing venues <u>Indicators:</u> <ul style="list-style-type: none"> • One monograph or study published in an internationally recognised foreign publishing house over the course of 3 years • 4 volumes of <i>Acta Academiae Artium Vilnensis</i> published every year
1.4	Objective: <i>Promote the distinctiveness of studies at each Faculty</i>	Undergraduate and integrated studies Master's studies	1.4.1. The distinctiveness of study programmes at Vilnius, Kaunas, Klaipėda and Telšiai faculties has been identified and promoted <u>Indicators:</u> <ul style="list-style-type: none"> • 20% increased number of applicants at Vilnius faculty over 3 years • 20% increased number of applicants at Kaunas faculty over 3 years • 20% increased number of applicants at Klaipėda faculty over 3 years • 20% increased number of applicants at Telšiai faculty over 3 years
2	Programme: RESOURCES		
2.1	Objective: <i>Systematically allocate financial resources for the training of the Academy's personnel</i>	All activities	2.1.1. Increased competencies of the academic staff in organizing distance learning <u>Indicator:</u> 60% employees participated in distance learning training
			2.1.2. Increased pedagogical and psychological competencies of the academic staff <u>Indicator:</u> 50% employees participated in pedagogical and psychological competence development courses
			2.1.3. Increased personal data protection competencies of the academic staff <u>Indicator:</u> 40% employees participated in personal data protection courses
			2.1.4. Increased intellectual property protection competencies of the academic staff <u>Indicator:</u> 40% employees participated in intellectual property protection courses
			2.1.5. Non-academic staff supporting the study process are able to communicate in English with students and international partners <u>Indicator:</u> the English language skills of 30% of the non-academic staff supporting the study process are at least at A2 level

Objective No.	Programme/Objective	Activity	Impact of Change
2.3	Objective: <i>Optimise the use of real estate owned by the Academy and adapt it for strategic activities</i>	University studies	<p>2.3.1. VAA buildings in Klaipėda and Kaunas have been sold <u>Indicators:</u></p> <ul style="list-style-type: none"> • Proceeds from selling the building in Klaipėda (S. Daukanto St. 16) were invested in improving the study infrastructure • Proceeds from selling the building in Kaunas (Sladkevičiaus St. 6) were invested in improving the study infrastructure <p>2.3.2. Underused buildings in Kaunas and Telšiai were transferred to Turto bankas <u>Indicators:</u></p> <ul style="list-style-type: none"> • The handover of the building in Telšiai (Kalno St. 16) was performed • The transfer of the buildings in Kaunas (A. Galdikas house) was performed <p>2.3.3. Delegation of the activities and premises of the Ceramics Centre to other departments of the Vilnius Academy of Arts <u>Indicator:</u></p> <ul style="list-style-type: none"> • The Department of Ceramics disseminates the art of ceramics <p>2.3.4. The study and recreation base in Mizarai has been adapted for pottery and sculpture workshops and additional services <u>Indicators:</u></p> <ul style="list-style-type: none"> • The facilities for pottery and sculpture outdoor workshops have been installed at Mizarai plein air base • Readiness to provide 1 additional service at Mizarai plein air base
3	Programme: FINANCE		
3.2	Objective: <i>Increase the income from non-state-subsidized tuition fees</i>	University studies Non-formal education	<p>3.2.1. Increased income from non-state-funded studies <u>Indicator:</u></p> <ul style="list-style-type: none"> • 30% increase in income from international students' tuition fees over 3 years <p>3.2.2. Increased income from non-formal education activities <u>Indicators:</u></p> <ul style="list-style-type: none"> • 20% increase in income from ADDAM activities • Income from international summer short-term courses (jewellery / graphics / glass / stained glass / mosaics / sculpture / animation / textile and others)

Objective No.	Programme/Objective	Activity	Impact of Change
3.3	Objective: <i>Seek regular project-based external funding</i>	All activities	3.3.1. Attracting funding from international projects <u>Indicator:</u> • 10% increase in the financial value of submitted applications for international projects
4	Programme: MANAGEMENT AND PROCESSES		
4.2	Objective: <i>Create a centralised motivational system for staff remuneration and training</i>	University studies	4.2.1. A centralized motivational system for the remuneration and training of academic staff has been developed and implemented <u>Indicator:</u> • The system is ready for use
4.7	Objective: <i>Improve marketing and communication processes</i>	University studies	4.7.1. A strong, recognisable, understandable, and trustworthy identity of VAA has been created <u>Indicators:</u> • 95% of digital media news about VAA are positive • 10% increase in the traffic to the VAA website and social networks
			4.7.2. A fully functioning permanent internal communications system <u>Indicators:</u> • A system ensuring a timely sharing of information with employees has been designed and is operational • 90% of employees and students use the @vda.lt email address
			4.7.3. There is a developed and functioning service marketing system in place <u>Indicators:</u> • The pricing of services provided by VAA has been updated • The information about services and fees has been updated on the VAA website and social networks • There is an advertising plan for the services provided

2. Plan of Implementation Measures (Projects)

A plan of implementation measures has been prepared to help implement the priority objectives of the Academy's Strategy. This plan envisions and defines the implementation projects, their duration, results, responsible persons, and funding sources.

Table 3. Plan of implementation measures (projects)

No.	Projects	Impact No.	Responsible person	Source of funding	Duration in years
1	Programme: VALUE AND QUALITY		Ieva Pleikienė		
1.1	Project: Master's studies in English in the field of Art or Design	1.1.1; 3.2.1	Lina Košleva	VAA funds, project funds	3
1.1.1	<i>Res. 1. Preparation of an international joint study programme</i>				
1.1.2	<i>Res. 2. Submission of the study programme to the VAA Senate and the Centre for Quality Assessment in Higher Education for approval</i>				
1.1.3	<i>Res. 3. The means for informing students and documentation in English have been prepared</i>				
1.1.4	<i>Res. 4. A plan for attracting students to the international joint MA study programme has been prepared</i>				
1.1.5	<i>Res. 5. Updated information on the website about the opportunities for international students to study MA art and design study programmes in English</i>				
1.1.6	<i>Res. 6. A coordinator of full-time international students in various VAA study programmes has been appointed</i>				
1.1.7	<i>Res. 7. An annual plan of attracting students and advertising measures has been prepared</i>				
1.1.8	<i>Res. 8. Foreign lecturers with many years of teaching experience at the Vilnius Academy of Arts through exchange programmes are invited to work as visiting lecturers for the duration of a semester or academic year</i>				
1.2	Project: The external evaluation of study fields has been successfully completed	1.1.2	Ieva Pleikienė	VAA funds	3

No.	Projects	Impact No.	Responsible person	Source of funding	Duration in years
1.2.1	<i>Res. 1. The self-evaluation documents for the study field of History and Theory of Arts have been prepared and submitted for external evaluation by the Centre for Quality Assessment in Higher Education</i>				
1.2.2	<i>Res. 2. The self-evaluation documents for the study field of History and Theory of Arts have been prepared and submitted for expert evaluation by the Research Council of Lithuania</i>				
1.2.3	<i>Res. 3. The self-evaluation documents for the study field of Media Arts have been prepared and submitted for external evaluation by the Centre for Quality Assessment in Higher Education</i>				
1.2.4	<i>Res. 4. The self-evaluation documents for the study field of Design have been prepared and submitted for external evaluation by the Centre for Quality Assessment in Higher Education</i>				
1.3	Project: Preparation to conduct doctoral studies in Architecture	1.1.3	Marius Iršėnas	VAA funds	1
1.3.1	<i>Res. 1. Preparation of VAA and Kaunas University of Technology joint doctoral study programme in Architecture</i>				
1.3.2	<i>Res. 2. Submission of the study programme to the VAA Senate and the Centre for Quality Assessment in Higher Education for approval</i>				
1.4	Project: Increasing the international mobility of students and teachers	1.1.4	Lina Košeleva	VAA funds, project funds	2
1.4.1	<i>Res. 1. Preparing and submitting the Erasmus Charter for Higher Education (ECHE) 2021-2027 application</i>				
1.4.2	<i>Res. 2. Enhanced academic exchange agreements with 8-10 universities abroad</i>				
1.4.3	<i>Res. 3. An International Week organised for the representatives of VAA foreign university partners</i>				
1.4.4	<i>Res. 4. Updated information on studies, internships, and academic staff mobility abroad</i>				
1.4.5	<i>Res. 5. A plan of internal and external communication on academic mobility has been developed</i>				
1.4.6	<i>Res. 6. The administration of the Nordplus KUNO network of Nordic and Baltic tertiary art schools</i>				
1.5	Project: An event of international significance at the Vilnius Academy of Arts	1.2.1	Dalia Klajumienė	VAA funds, project funds	3
1.5.1	<i>Res. 1. The plan and topic of the event have been defined</i>				
1.5.2	<i>Res. 2. Agreements with international partners have been concluded</i>				

No.	Projects	Impact No.	Responsible person	Source of funding	Duration in years
1.5.3	<i>Res. 3. A communication plan for the event has been prepared</i>				
1.5.4	<i>Res. 4. Agreements with suppliers (advertising, catering, etc.) have been concluded</i>				
1.6	Project: International publications	1.2.2	Dalia Klajumienė	VAA funds, project funds	3
1.6.1	<i>Res. 1. A procedure for the reimbursement of expenses incurred in preparing research works for publication in internationally recognised journals and other outlets has been prepared</i>				
1.6.2	<i>Res. 2. Agreement with an internationally recognized publishing house responsible for publication</i>				
1.6.3	<i>Res. 3. Funding has been allocated for the publication of Acta Academiae Artium Vilnensis from the VAA Art and Research Foundation</i>				
1.7	Project: The distinctiveness of Vilnius faculty	1.4.1 3.2.2	Marius Pranas Šaliamoras	VAA funds, project funds	3
1.7.1	<i>Res. 1. A marketing and communication programme highlighting the uniqueness of studies at the Faculty has been prepared</i>				
1.7.2	<i>Res. 2. A marketing and communication plan for ADDAM activities has been prepared</i>				
1.7.3	<i>Res. 3. The preparation of a renovation project of the student halls and Jasinskio St. buildings in Vilnius</i>				
1.7.4	<i>Res. 4. Preparation for international master classes (stained glass, ceramics, graphics, textiles, animation, etc.)</i>				
1.8	Project: The distinctiveness of Kaunas faculty	1.4.1 3.2.2	Jonas Audėjaitis	VAA funds, project funds, municipal funds	3
1.8.1	<i>Res. 1. A marketing and communication programme highlighting the uniqueness of studies at the Faculty has been prepared</i>				
1.8.2	<i>Res. 2. Updated material study resources</i>				
1.8.3	<i>Res. 3. A marketing and communication plan for ADDAM activities has been prepared</i>				
1.8.4	<i>Res. 4. Preparation for international master classes (glass, ceramics, graphics, textiles)</i>				
1.9	Project: The distinctiveness of Klaipėda faculty	1.4.1; 3.2.2	Alvydas Klimas	VAA funds	3

No.	Projects	Impact No.	Responsible person	Source of funding	Duration in years
1.9.1	<i>Res. 1. A marketing and communication programme highlighting the uniqueness of studies at the Faculty has been prepared</i>				
1.9.2	<i>Res. 2. Landscape Architecture and Visual Media Arts study programmes have been designed and prepared</i>				
1.9.3	<i>Res. 3. The descriptions of the specialisations in Ship Interior Design (Interior Design study programme) and in Media Design (Graphic Design study programme) have been prepared</i>				
1.9.4	<i>Res. 4. Preparation for international master classes (graphic design)</i>				
1.10	Project: The distinctiveness of Telšiai faculty	1.4.1; 3.2.2	Ramūnas Banys	VAA funds	3
1.10.1	<i>Res. 1. A marketing and communication programme highlighting the uniqueness of studies at the Faculty has been prepared</i>				
1.10.2	<i>Res. 2. Preparation for international master classes (jewellery)</i>				
1.10.3	<i>Res. 3. A student halls renovation project has been prepared</i>				
1.10.4	<i>Res. 4 Adaptation of the available material study resources, premises, and student halls for the summer internships and practicals of students at other faculties</i>				
2	Programme: RESOURCES		Virgilijus Kireilis		
2.1	Project: Professional development training	2.1.1; 2.1.2; 2.1.3; 2.1.4; 2.1.5	Ričardas Bartkevičius	VAA funds	2
2.1.1	<i>Res. 1. Training in organising distance teaching and learning</i>				
2.1.2	<i>Res. 2. Pedagogical and psychological competence development training</i>				
2.1.3	<i>Res. 3. Personal data protection training</i>				
2.1.4	<i>Res. 4. Intellectual property protection training</i>				
2.1.5	<i>Res. 5. English language training</i>				
2.2	Project: Selling real estate in Kaunas and Klaipėda	2.3.1	Virgilijus Kireilis	VAA funds	3
2.2.1	<i>Res. 1. Real estate appraisal and other necessary formalities have been performed</i>				

No.	Projects	Impact No.	Responsible person	Source of funding	Duration in years
2.2.2	<i>Res. 2. Real estate prepared for selling</i>				
2.2.3	<i>Res. 3. Sales contracts have been concluded</i>				
2.3	Project: Transfer of the real estate in Kaunas and Telšiai to Turto bankas	2.3.2	Virgilijus Kireilis	VAA funds	1
2.3.1	<i>Res. 1. Real estate appraisal and other necessary formalities have been performed</i>				
2.3.2	<i>Res. 2. Property transfer agreements concluded</i>				
2.4	Project: Delegation of the activities and premises of the Ceramics Centre to other departments	2.3.3	Marius Iršėnas	VAA funds	2
2.4.1	<i>The dissemination of the art of ceramics is carried out by Ceramics (VF), 4D Art Objects (KF), Applied Ceramics study programmes</i>				
2.4.2	<i>The premises of the Centre adapted for the display and sale of students' works of art and design</i>				
2.5	Project: Adaptation of Mizarai plein air camp	2.3.4	Virgilijus Kireilis	VAA funds	2
2.5.1	<i>Res. 1. Outdoor equipment and tools for ceramics and sculpture (kilns, etc.) have been moved from Vilnius</i>				
2.5.2	<i>Res. 2. Activities (services) to which Mizarai practice and recreation base can be adapted have been identified</i>				
2.5.3	<i>Res. 3. A communication and sales plan has been prepared for the services identified</i>				
3	Programme: MANAGEMENT AND PROCESSES		Ieva Skauronė		
3.1	Project: A centralized motivational system for the remuneration and training of academic staff	4.2.1	Dalia Rudokienė	VAA funds	2
3.1.1	<i>Res. 1. The description of allocating teaching workload has been updated and supplemented</i>				
3.1.2	<i>Res. 2. Procedures for data collection and processing are in place</i>				
3.1.3	<i>Res. 3. An internal communications programme has been prepared and implemented</i>				
3.2	Project: International projects team	3.3.1	Irena Turčinavičienė	VAA funds	3
3.2.1	<i>Res. 1. Employee job descriptions have been prepared</i>				

No.	Projects	Impact No.	Responsible person	Source of funding	Duration in years
3.2.2	<i>Res. 2. Staff recruitment and appointment has been performed</i>				
3.3	Project: VAA identity	4.7.1	Marija Marcelionytė-Paliukė	VAA funds	3
3.3.1	<i>Res. 1. Outreach events introducing the parents of potential applicants to VAA (at least once a year in each region)</i>				
3.3.2	<i>Res. 2. Creative workshops and competitions for secondary school students (at least once a year)</i>				
3.3.3	<i>Res. 3. Guidelines for crisis communication management have been developed and presented to employees</i>				
3.3.4	<i>Res. 4. Feedback from students, alumni and employers on study programmes is collected and used for publicity</i>				
3.3.5	<i>Res. 5. A list of VAA employees who could participate in communication with media outlets, sharing their expertise, has been prepared</i>				
3.4	Project: Internal communications	4.7.2	Marija Marcelionytė-Paliukė	VAA funds	1
3.4.1	<i>Res. 1. The content of the intranet is regularly updated</i>				
3.4.2	<i>Res. 2. Timely sharing of information with employees through newsletters</i>				
3.5	Project: Service marketing	4.7.3	Marius Iršėnas	VAA funds	2
3.5.1	<i>Res. 1. Updated list of services for sale</i>				
3.5.2	<i>Res. 2. Updated service prices</i>				
3.5.3	<i>Res. 3. Updated service and fee information on the VAA website and social networks</i>				
3.5.4	<i>Res. 4. An annual plan for the acquisition of VAA merchandise has been prepared</i>				
3.5.5	<i>Res. 5. A list of potential sponsors has been prepared</i>				
3.5.6	<i>Res. 6. An annual plan of advertising measures has been prepared</i>				