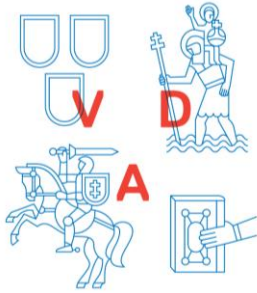


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VAA Senate Resolution No.  
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**Vilniaus dailės akademija**

# **Strategy of the Vilnius Academy of Arts 2020–2028**

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## Summary

The present strategy of the Vilnius Academy of Arts applies to the period 2020-2028.

The Strategy identifies the distinctiveness, values, mission, and vision of the Vilnius Academy of Arts, as well as the Academy's activities, their priorities, and strategic goals.

VISION
To be among the leading higher education institutions of art, design, and architecture globally

MISSION
To create the future of art, design, and architecture in Lithuania, and to educate those who create and research these fields

DISTINCTIVE FEATURES	VALUES
1. The leading university of art, design, and architecture in Lithuania 2. Interaction between art, science, and technology 3. Ambassador for Lithuanian culture 4. Influencers and visionaries 5. Extensive geographic scope within Lithuania	1. Academic culture and tolerance 2. Creativity and professionalism 3. Identity and internationality 4. Sustainability and openness 5. Communality and individuality

ACTIVITIES AND PRIORITIES				
1. University-level studies in art, design, architecture, and history and theory of art	2. Creative works of art, design, and architecture	3. Artistic and academic research	4. Cultural and social activities	5. Non-formal education

STRATEGIC GOALS			
Value and Quality	Resources	Finance	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 each Faculty within the Academy 5. Foster creativity, responsibility, and entrepreneurship, creating the conditions for the	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. Optimize 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. To seek regular project-based external funding 4. Efficiently use the Institution'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

growth of talented individuals			7. Improve marketing and communication processes
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## 1. The Academy

Vilnius Academy of Arts (hereafter the Academy) is a public higher education institution in the Republic of Lithuania, which offers study programmes of all three study cycles in Art, Design, Architecture, and History and Theory of Arts. The Academy consists of four campuses, situated in the cities of Vilnius, Kaunas, Klaipėda and Telšiai, with a total of over 1500 students.

The Academy is the only higher education institution specialising in Art, Design, and Architecture in Lithuania which traces its academic traditions back to 1793, the year when the Department of Architecture was established at the University of the Grand Duchy of Lithuania (now Vilnius University). In 1797, the Department of Painting and Drawing was established, followed by the Department of Graphics (Engraving) in 1803 and the Department of Sculpture in 1805. This was also the year when History of Art began to be taught. Later, the art departments were consolidated into the Department of Literature and Liberal Arts. When Vilnius University was closed, the tradition of art education continued in private studios and at the Vilnius Drawing School (1866-1915). When Vilnius University re-opened in 1919 as Stefan Batory University, it had an art department which offered studies in painting, sculpture, and printmaking. Kaunas Art School, established in 1922, offered studies in painting, printmaking, sculpture, applied painting, ceramics, and industrial art. In 1940, Kaunas Art School and the Art Department of Stefan Batory University were reorganized into Kaunas School of Applied Arts and Vilnius School of Fine Art. In 1941, Kaunas School of Applied Arts became Kaunas Institute of Applied and Decorative Arts, while Vilnius School of Fine Art became Vilnius Academy of Arts, and subsequently, Vilnius National Art Institute in 1944. Both institutes merged in 1951 to become the National Art Institute of the Soviet Socialist Republic of Lithuania. In 1990, the institution had its former name of Vilnius Academy of Arts restored.

The Academy has a modern infrastructure which is available to its academic community for studies, creative work, artistic and academic research. The Academy runs a museum, several galleries and exhibition spaces, Nida Art Colony, a studio in Paris, a base for student practice in Mizarai (Alytus distr.), exhibition and museum spaces in Panemunė Castle, the Audiovisual Art Industry Incubator (the Academy is one of its shareholders), as well as Telšiai Art Incubator (founded by the Academy).

The Academy takes pride in the outstanding creative and scholarly achievements of its students and faculty members, which have received national and international recognition. Trust and the fostering of creative individuals are the foundation of the Academy's activities.

## 2. Strategic Framework

The strategic framework of the Academy (distinctive features, values, mission, and vision) is the foundation for its strategic goals.

**Table 1. Strategic Framework of the Academy**

Distinctive Features	Vision
<ol style="list-style-type: none"> <li>1. The leading university of art, design, and architecture in Lithuania</li> <li>2. Interaction between art, science, and technology</li> <li>3. Ambassador of Lithuanian culture</li> <li>4. Influencers and visionaries of art</li> <li>5. Extensive geographic scope within Lithuania</li> </ol>	To be among the world's leading universities of art, design, and architecture
Values	Description of the Vision
<ol style="list-style-type: none"> <li>1. Academic culture and tolerance</li> <li>2. Creativity and professionalism</li> <li>3. Identity and internationality</li> <li>4. Sustainability and openness</li> <li>5. Communality and individuality</li> </ol>	In 2028, Vilnius Academy of Arts aims to be among the best 500 universities of art, design, and architecture globally, based on the TOP Universities ( <a href="http://www.topuniversities.com">www.topuniversities.com</a> ) rating system ( <i>Art &amp; Design</i> category)
Mission	
To create the future of art, design, and architecture in Lithuania, and to educate those who create and research these fields	

### 3. Activities

The Academy carries out activities in 5 activity groups:

#### 1. University studies:

- 1.1. Undergraduate and integrated studies: Art, Design, Architecture (integrated studies), History and Theory of Arts and Curating, Photography, Media Arts and Animation, Art and Interior Restoration and Conservation.
- 1.2. Master's studies: Art, Design, Architecture (until 2021), History and Theory of Arts, Art and Interior Restoration, Photography and Media Arts, Art Therapy (joint study programme with the Lithuanian University of Health Sciences).
- 1.3. Doctoral studies: History and Theory of Arts, Art, Design, and Architecture.

#### 2. Art, design, and architecture production:

- 2.1. Artistic work and dissemination
- 2.2. Organising and participating in workshops and residencies
- 2.3. Management of intellectual property

#### 3. Artistic and academic research:

- 3.1. Fundamental research
- 3.2. Applied research
- 3.3. Research in the domains of art, design, and architecture
- 3.4. Experimental development
- 3.5. Innovation
- 3.6. Promotion of research
- 3.7. Consulting researchers and organizations
- 3.8. Commercialization and technology transfer

#### 4. Cultural and social activities:

- 4.1. Art, design, and architecture policymaking
- 4.2. Promotion of art, design, architecture, and heritage restoration
- 4.3. Partnership and collaboration
- 4.4. Services in art, design, and architecture: labs and workshops, commissions, expertise and consulting, curating, and restoration
- 4.5. Galleries and museums
- 4.6. Publishing
- 4.7. Library
- 4.8. Art incubation programmes, rental of premises and equipment

#### 5. Non-formal education:

5.1. Lifelong learning programme

5.2. Specialized programmes, courses, camps, and competitions

## 4. Stakeholders

Based on the activities of the Academy, 3 main groups of stakeholders can be identified: beneficiaries, competitors, and suppliers and partners.

### 1. University studies

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- **BENEFICIARIES:** students of the Academy, organisations in the cultural and public sectors, businesses, state institutions, the public
  - **COMPETITORS:** international and Lithuanian institutions of higher education, offering similar study programmes
  - **SUPPLIERS AND PARTNERS:** international and Lithuanian institutions of higher education, secondary education as well as specialised art schools, state institutions, public and business organisations, the public
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### 2. Art, design, and architecture production

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- **BENEFICIARIES:** the academic community (students, teaching staff, researchers, administrative personnel, alumni), organisations in the cultural and public sectors, businesses, state institutions, the public
  - **COMPETITORS:** culture and art organisations in Lithuania and internationally
  - **SUPPLIERS AND PARTNERS:** public and state organisations, individuals
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### 3. Artistic and academic research

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- **BENEFICIARIES:** the academic community, organisations in the cultural and public sectors, businesses, state institutions, the public
  - **COMPETITORS:** international and Lithuanian institutions of higher education, institutes of artistic and academic research, art incubators, open-access centres
  - **SUPPLIERS AND PARTNERS:** international and Lithuanian institutions of higher education, cultural, art, and science organisations, state institutions, public and business organizations, the public
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### 4. Cultural and social activities

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- **BENEFICIARIES:** the academic community, organisations in the cultural and public sectors, businesses, state institutions, the public
  - **COMPETITORS:** galleries, museums, higher education institutions, public, research, and business organisations in Lithuania and internationally
  - **SUPPLIERS AND PARTNERS:** international and Lithuanian higher education institutions, cultural, art, and science organisations, state institutions, public and business organisations, the public
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### 5. Non-formal education



- **BENEFICIARIES:** children and adults who wish to acquire skills and knowledge in art, design, and architecture
- **COMPETITORS:** specialised schools of art, legal and natural persons that teach art, design, and architecture
- **SUPPLIERS AND PARTNERS:** international and Lithuanian education institutions, cultural, art, and science organisations, state institutions, public institutions, businesses, the public

## 5. Activity Priorities

The Academy has set 3 priority levels for the activities carried out by the VAA, with 1 representing the highest priority, 2 – medium priority, and 3 – lowest priority. Level 1 priority activities receive the greatest emphasis and consideration. Priorities have been assigned to groups as well as individual activities in each of the groups (sub-priorities).

**Table 2. Activity Priorities**

Activity group and activities	Priority
<b>1. University studies in art, design, and architecture</b>	<b>1</b>
1.1. Undergraduate and integrated studies	1
1.2. Master's studies	1
1.3. Doctoral studies	1
<b>2. Art, design, and architecture production</b>	<b>1</b>
2.1. Artistic work and dissemination	1
2.2. Organising and participating in creative workshops and residencies	2
2.3. Management of intellectual property	2
<b>3. Artistic and academic research</b>	<b>1</b>
3.1. Fundamental research	1
3.2. Applied research	1
3.3. Artistic, design, and architecture research	1
3.4. Experimental development	1
3.5. Innovation	2
3.6. Promotion of research	2
3.7. Consulting researchers and organisations	3
3.8. Commercialization and technology transfer	2
<b>4. Cultural and social activities</b>	<b>2</b>
4.1. Art, design, and architecture policymaking	1
4.2. Promotion of art, design, architecture, and heritage restoration	1
4.3. Partnership and collaboration	1
4.4. Art, design, and architecture services	3
4.5. Galleries and museums	1
4.6. Publishing	2
4.7. Library	1

4.8. Art incubation programmes, rental of premises and equipment	3
<b>5. Non-formal education</b>	<b>3</b>
5.1. Lifelong learning programme	1
5.2. Specialised programmes, courses, camps, and competitions	2

## 6. Strategic Goals

The strategic goals of the Academy are organised according to four pathways: value and quality; resources; finance; and management and processes.

**Table 3. Strategic Goals**

<b>Value and Quality</b>
<ol style="list-style-type: none"> <li>1. Provide internationally recognised university-level education in art, design, and architecture</li> <li>2. Aim for high-level, internationally significant artistic production, artistic and academic research</li> <li>3. Increase the impact of the Academy in the areas of culture and arts both nationally and internationally</li> <li>4. Promote the distinctiveness of the study programmes within the faculties</li> <li>5. Foster creativity, responsibility, and entrepreneurship, enabling the growth of talented individuals</li> </ol>
<b>Resources</b>
<ol style="list-style-type: none"> <li>1. Allocate financial resources for the training of the Academy's staff systematically</li> <li>2. Optimise human resources in order to ensure the efficient running of the Academy</li> <li>3. Optimise the use of the real estate owned by the Academy and adapt it for strategic activities</li> <li>4. Use the information system for activity management efficiently</li> </ol>
<b>Finance</b>
<ol style="list-style-type: none"> <li>1. Use the national funding in an efficient and transparent manner and seek to have it increased</li> <li>2. Increase the income from non-state-subsidized studies</li> <li>3. Seek regular project-based external funding</li> <li>4. Efficiently use the Institution's status as a non-profit to benefit from external funding and sponsorship</li> </ol>
<b>Management and Processes</b>
<ol style="list-style-type: none"> <li>1. Improve the Academy's systems for managing activities, performance records, and feedback</li> <li>2. Create a centralised motivational system for staff remuneration and training</li> <li>3. Optimise the processes involved in the activities supporting studies, art, and research</li> <li>4. Enhance the integration and interdisciplinarity of studies</li> <li>5. Ensure that the activities of the Academy are managed through centres of excellence*</li> <li>6. Encourage volunteering and the involvement of alumni in the Academy's activities</li> <li>7. Improve marketing and communication processes</li> </ol>

\* *Centre of Excellence* – a team or an organisational unit that provides leadership, best practice, expertise, methodologies, research, support, and training for staff in a particular area. At present, the Academy runs the following centres of excellence: the Institute of Fine Arts Research, ADDAM (Open School of Art, Design and Architecture), and DIC (Design Innovation Centre).

## 7. Appendices

### 7.1. SWOT Analysis

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis was carried out in order to establish the internal strengths and weaknesses of the Academy, as well as possible external impacts (threats and opportunities).

The following factors were taken into account and analysed when carrying out the analysis of strengths and weaknesses:

- The existing skills and abilities: staff (the right people in the right place), management of the organisation (structure, management, teamwork), knowledge (knowledge and its applications)
- Resources: funding, tangible assets, intangible assets (reputation, trademark, patents, copyright)
- Processes: processes involved in the implementation of activities, customer service, stakeholder relations management, R&D and innovation, application and management of technologies, communications, processes concerning performance efficiency (management of priorities 80/20)
- Interested parties: satisfaction, loyalty, perception of value

**Table 4. Strengths and Weaknesses (SW) of the Academy**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• A high level of competence in the domains of art and research:               <ul style="list-style-type: none"> <li>◦ Teaching staff are qualified practitioners, researchers, artists, and well-known experts in their areas of specialisation</li> </ul> </li> <li>• Flexibility in management and decision making thanks to the decentralised structure of faculties</li> <li>• Accessibility of education in regions</li> <li>• Research activities consolidated in the Institute of Art Research</li> <li>• Innovation and commercialisation activities are consolidated at the Design Innovation Centre</li> <li>• Non-formal education activities are consolidated at the Open School of Art, Design, and Architecture</li> <li>• Non-formal education services are provided by highly qualified professionals</li> <li>• The Academy is an active participant in the development of policies concerning art, design, and architecture in Lithuania</li> <li>• Permanent funding sources:               <ul style="list-style-type: none"> <li>◦ State budget</li> <li>◦ EU mobility programmes</li> </ul> </li> <li>• Additional funding:               <ul style="list-style-type: none"> <li>◦ The Lithuanian Council for Culture and the Research Council of Lithuania</li> <li>◦ EU Structural Funds</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Under-staffing in certain areas:               <ul style="list-style-type: none"> <li>◦ Shortage of theoretical research scholars in the areas of design, architecture, and contemporary arts</li> <li>◦ Marketing and communication professionals</li> <li>◦ International grants and funding specialists</li> <li>◦ Experts in international mobility activities</li> </ul> </li> <li>• Shortage of teaching staff to whom teaching in the Academy would be their main full-time job</li> <li>• Staff do not play a sufficiently active part in the Academy's activities</li> <li>• Unbalanced workload for teaching and administrative personnel</li> <li>• Low numbers of the Academy's teaching personnel work internationally</li> <li>• Few international staff teaching at the Academy</li> <li>• The Academy is underusing the potential of current students and alumni as volunteers</li> <li>• Relative share of the budget assigned to salaries is too high</li> <li>• Employment contracts are very varied and difficult to manage</li> <li>• Lack of sufficient competences:               <ul style="list-style-type: none"> <li>◦ in the areas of intellectual property, copyright, and joint authorship rights protection</li> </ul> </li> </ul>

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>○ tuition fees, services, artistic and research outcomes</li> <li>• Infrastructure appropriate for the activities of the Academy</li> <li>• Infrastructure accessible to the community of the Academy (academic staff and students have the priority to exhibit their works and to carry out activities in the galleries as well as other spaces)</li> <li>• The adaptability of infrastructure for various activities (e.g., studies, non-formal education)</li> <li>• Gallery spaces are used to attract international partnerships</li> <li>• The community of the Academy has access to literature and databases containing the most up-to-date academic and artistic resources</li> <li>• The strengths of the study process:               <ul style="list-style-type: none"> <li>○ By collaborating with other education institutions, the Academy's staff promote studies at the Academy</li> <li>○ The efficient integration of new undergraduates into the Academy</li> <li>○ Individualised studies and individual study plans for students</li> <li>○ The environment of the Academy encourages students to foster their creativity</li> <li>○ Students have the opportunity to consult with the researchers at the Institute of Art Research</li> <li>○ The only university in Lithuania that offers doctoral studies in Art and Design</li> <li>○ High-quality doctoral studies in History and Theory of Arts</li> <li>○ The unique international Nida Doctoral School, organised by the Academy's Nida Art Colony</li> <li>○ Strengths of the creative processes (numerous works of art)</li> </ul> </li> <li>• Strengths of cultural and social activities:               <ul style="list-style-type: none"> <li>○ The efficient use of gallery spaces and the specialist publishing house</li> <li>○ Publicly accessible cultural and artistic initiatives</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ in the areas of management and communications</li> <li>○ in attracting project funding</li> <li>○ in mastering the English language</li> <li>• High maintenance costs of the real estate not directly used for studies or the Academy's R&amp;D (Research and Development) activities</li> <li>• The Academy's non-profit status, which could help attract additional funds, remains underused</li> <li>• Weaknesses of the study process activities:               <ul style="list-style-type: none"> <li>○ Inefficient use of resources: the same subject is taught by several lecturers simultaneously in different classrooms to small groups of students</li> <li>○ Study programmes are not delivered in English</li> <li>○ Involving international students in the study process presents challenges</li> </ul> </li> <li>• Weaknesses in the processes of artistic and research activities:               <ul style="list-style-type: none"> <li>○ The involvement of the Institute of Art Research staff in R&amp;D is too low</li> <li>○ R&amp;D activities are not planned in accordance with the market trends or long-term funding</li> <li>○ The art and research incentive scheme does not apply to all participating artists</li> <li>○ No clear system in place for the external evaluation of the works of art or research</li> </ul> </li> <li>• Weaknesses in the processes of cultural and social activities:               <ul style="list-style-type: none"> <li>○ No clear processes for selling and providing art, design, and architectural services</li> <li>○ Strategies for cultural and social activities</li> </ul> </li> <li>• Weaknesses in marketing and communication:               <ul style="list-style-type: none"> <li>○ Too low a pricing on services provided for private businesses and the public sector</li> <li>○ High tuition fees in comparison with other international universities</li> <li>○ No periodic review of service pricing. Market conditions are not taken into account</li> <li>○ Lack of cooperation and communication between the departments</li> <li>○ Insufficient cooperation with specialist and generalist secondary education institutions</li> <li>○ Inadequate dissemination of artistic and research outputs</li> </ul> </li> </ul>

In conducting the OT assessment, the PEST model was used. The following external factors were analysed and assessed:

- The external environment of the activity: political environment, legislation, environmental sustainability, demographics, social and cultural impacts, economic indicators, technology trends, the impact of globalization
- Area of activity / industry: existing competition, new competitors, substitutes for services and activities conducted
- Market: market size, trends of growth and decline, new markets

**Table 5. Opportunities and Threats (OT) to the Academy**

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Securing more funds for R&amp;D activities through the increased funding for research and the state and EU support for R&amp;D</li> <li>• Securing more funds through meeting and exceeding performance indicators</li> <li>• Securing more funds through the increased number of state-subsidised studentships</li> <li>• Benefit from the support mechanisms for the internationalisation of studies</li> <li>• Attract and retain teaching and research personnel with higher qualifications, as salaries for teaching staff and researchers increase</li> <li>• Encourage greater co-operation with businesses thanks to the state promotion of collaborative R&amp;D activities of businesses and science organisations</li> <li>• Increase the number of full-time teaching staff, given the national objective to keep the percentage of teaching personnel hired on a part-time basis to no more than 50%</li> <li>• Exploit economic growth to benefit the Academy's activities</li> <li>• Influence the dissemination of culture in regions via the Academy's regional faculties</li> <li>• Provide distance training for students regarding the development and application of technologies</li> <li>• Attract international teaching staff by broadcasting their lectures remotely</li> <li>• Use new technologies to enhance the digitisation and access to learning resources and libraries</li> <li>• Use modern technologies for management and accounting</li> <li>• Benefit from the unique status of the Academy as the only university that offers studies in art, design, and architecture in Lithuania</li> <li>• Attract more students from the neighbouring countries outside the EU</li> </ul>	<ul style="list-style-type: none"> <li>• Funding might decrease if performance targets are not met</li> <li>• Certain study programmes might be subject to closure if they do not meet cost-effectiveness requirements</li> <li>• Access to study programmes might be restricted for gifted art practitioners due to the increased general admission requirements for those applying for state-subsidized tuition</li> <li>• Funding for R&amp;D activities might be reduced if qualitative indicators required in accordance with the new R&amp;D funding model are not achieved</li> <li>• Should certain study programmes be closed due to their failure to meet the cost-effectiveness requirements, rare but vital and irreplaceable professions would disappear</li> <li>• Limited bargaining power in attracting funding</li> <li>• High school graduates choose to study at universities abroad</li> <li>• Competition from other higher education institutions that offer studies in architecture and design is increasing</li> <li>• Requiring teaching staff to work full-time might result in losing competent staff that would prefer a part-time position</li> </ul>

## 7.2. PEST Analysis

The Academy's external environment was assessed using PEST analysis, evaluating political and legal, economic, social and demographic, and technological factors.

Table 6. PEST Analysis

Factors	Explanation
<b>Political and legal factors</b>	
Increased basic funding for research	<p>Basic funding for research increased by 20% in 2019 (from 75 to 90 million euros), and by 11% in 2020 (up to 100 million euros).<sup>1;</sup></p> <p>State budget funds are allocated to public study and research institutions for the following activities:</p> <ol style="list-style-type: none"> <li>1) research, experimental development, and artistic activities;</li> <li>2) administration and the management of physical assets;</li> <li>3) the maintenance of complex infrastructure objects;</li> <li>4) for other purposes.<sup>2</sup></li> </ol> <p>Nevertheless, government spending on higher education is insufficient in comparison with the EU average, given that the per capita spending is 44% lower than the average (2016 data).<sup>3;</sup></p>
A new study funding model is being developed, focused not on the number of students admitted, but on performance	The new funding model stipulates that higher education institutions are financed on the basis of agreements with the state and according to the results achieved (qualified graduates, research and applied works). <sup>4;</sup>
An increased number of state-funded students. The aim is to have 80% state-funded and 20% self-funded admitted students	<p>The programme of the Government of the Republic of Lithuania envisages that students in undergraduate and integrated studies should be able to access tuition-free studies (paid for by the state) to the extent that their chosen studies meet the state's economic, social, and cultural development needs, and correspond to the state's funding agreements with higher education institutions.</p> <p>The Ministry of Education and Science has announced that students admitted to state-funded studies should represent 80% of all students, whereas self-funded students should amount to 20%. The current ratio is 40% and 60%.</p> <p>In order to achieve this goal, in 2019, the number of state-funded places in first-cycle integrated studies at higher education institutions was increased by 3,000.<sup>5;</sup></p>
The state has greater powers to allocate state-funded study places in a more precise manner	By the order of the Minister of Education and Science, state-funded study places would be distributed not only according to study areas and groups, but also according to study fields. The allocation of state-funded places in arts and education would also prioritise individual programmes run by specific higher education institutions. <sup>6</sup>

1 <http://strata.gov.lt/images/tyrimai/bukle-2018-web.pdf>; <https://www.smm.lt/uploads/documents/MSI/Laiko%20juosta1214.pdf>

2 <http://www.infolex.lt/ta/51734:str75>

3 <http://strata.gov.lt/images/tyrimai/bukle-2018-web.pdf>; <https://www.smm.lt/uploads/documents/MSI/Laiko%20juosta1214.pdf>

4 <http://strata.gov.lt/images/tyrimai/bukle-2018-web.pdf>;

[https://www.smm.lt/uploads/documents/MSI/smm\\_prezentacija.pdf](https://www.smm.lt/uploads/documents/MSI/smm_prezentacija.pdf);

<https://www.smm.lt/uploads/documents/MSI/Laiko%20juosta1214.pdf>;

[https://www.smm.lt/uploads/documents/veikla/2019\\_METINIS%20C5%A0MSM%20veiklos%20planas.pdf](https://www.smm.lt/uploads/documents/veikla/2019_METINIS%20C5%A0MSM%20veiklos%20planas.pdf)

5 <https://www.smm.lt/uploads/documents/svietimas/Svietimo%20reformos.pdf>; <http://strata.gov.lt/images/tyrimai/bukle-2018-web.pdf>

6 <http://strata.gov.lt/images/tyrimai/bukle-2018-web.pdf>

Factors	Explanation
Cost-effectiveness requirements for study programmes have been introduced. If a programme has not admitted the minimum set number of students during the first round of general admissions, student admission to this programme is to be terminated	In conducting admissions to public higher education institutions for first-cycle and integrated study programmes, cost-effectiveness requirements for study programmes have been introduced. This means that if the minimum set number of candidates have not been admitted to a study programme during the first round of general admissions, admission to this programme is to be terminated, and applicants referred to other programmes which they have identified as lower priorities. In most programmes in the group of Arts, the minimum number of admitted students is 4, while in Mathematics, Informatics, Physical Sciences, Life Sciences, Health Sciences, Veterinary Sciences, Agriculture, Engineering, Technological Sciences, and Sport Studies, the minimum number of admitted students is 10. 15 is the minimum number of students required for offering programmes in Humanities, Social and Education Sciences, Law, Business, and Public Management. <sup>7;</sup>
A consistent increase in the salaries of teaching and research staff	Compared to 2017, the salaries grew by 40% in 2019. It is expected that the minimum monthly salary of academic staff will reach €1,000 by 2025. <sup>8;</sup>
In 2019, the minimum admission score for all candidates applying for state-funded places was increased to ensure a higher application quality. It is expected that the same requirements will also apply to candidates applying for self-funded places.	In 2019, the requirement that the arithmetic mean of state maturity exams (Mathematics, Foreign Language, Lithuanian) should be at least 25 for applicants to universities of applied sciences, and 40 for applicants to universities, came into force. The government has supported the proposal to set the same admission requirements for all applicants for both state-funded and self-funded study places. Such a provision would enter into force if the Seimas amended the Law on Higher Education and Research and would apply from 2022. <sup>9;</sup> If the same requirements apply to students applying for non-state-funded places, the proportion of students poorly prepared for university studies should continue to decrease. It is important to note that the requirements that entered into force in 2019 are much lower for applicants to universities of applied sciences compared to candidates applying to other higher education institutions. It is therefore likely that a larger proportion of candidates will choose universities of applied sciences, and the loss of students experienced by these institutions will be less significant. <sup>10</sup>
A new study model has been approved. Undergraduate studies can now last 3 years	In 2017, the Law on Higher Education and Research authorised a new study model, which stipulates that Bachelor's studies can last 3 years. The aim is to speed up the preparation and training of specialists for the labour market, and to allocate the funds saved for more intensive studies of higher quality. The accelerated pace of studies would limit students' opportunities to work, creating the conditions for intensive learning and dedication to studies. This would also allow students to enter the job market earlier, receiving a diploma after 3 years of studies. <sup>11</sup>
The development of a national human resources system for monitoring employment and	The Ministry of Education, Science, and Sport aims to train specialists on the basis of labour market needs in Lithuania and to allocate state

7 <http://strata.gov.lt/images/tyrimai/bukle-2018-web.pdf>

8 <https://www.smm.lt/uploads/documents/MSI/Laiko%20juosta1214.pdf>;

<https://www.smm.lt/uploads/documents/svietimas/Svietimo%20reformos.pdf>;

[https://www.smm.lt/uploads/documents/veikla/2019\\_METINIS%20C5%A0MSM%20veiklos%20planas.pdf](https://www.smm.lt/uploads/documents/veikla/2019_METINIS%20C5%A0MSM%20veiklos%20planas.pdf)

9 <http://strata.gov.lt/images/tyrimai/bukle-2018-web.pdf>; <https://www.smm.lt/uploads/documents/MSI/Laiko%20juosta1214.pdf>;

<http://strata.gov.lt/images/tyrimai/bukle-2018-web.pdf>

10 [https://www.smm.lt/uploads/documents/MSI/%C5%A0MM%202017%2001%2011\\_vizija%20\(1\).pdf](https://www.smm.lt/uploads/documents/MSI/%C5%A0MM%202017%2001%2011_vizija%20(1).pdf)

11 <http://strata.gov.lt/images/tyrimai/bukle-2018-web.pdf>



Factors	Explanation
forecasting demand and supply in the labour market is currently in progress <sup>12</sup> ;	<p>funding for study programmes that meet the needs of economic, social, and cultural development.</p> <p>Some existing problems:</p> <ul style="list-style-type: none"> <li>• The supply of university-educated specialists does not match the current structure of the labour market and long-term development trends;</li> <li>• An uneven quality of studies that does not meet the needs of the labour market and the country. Not all higher education institutions train specialists most in demand in the labour market. Less than 60% of students who have completed Bachelor's studies find employment that requires a university degree;</li> <li>• According to the EUROSTUDENT VI survey, students in Lithuania are less likely to believe that they will be well-prepared for the national labour market after graduation than in other countries, with the exception of Romania. They are also the least likely to think that they will acquire competencies required to compete in the international labour market. Half as many students feel prepared for the international labour market compared to the national one.</li> </ul>
The aim is to develop the international outlook of studies and strengthen the international recognition of Lithuanian higher education <sup>13</sup>	<p>Some existing problems:</p> <ul style="list-style-type: none"> <li>• A large number of Lithuanian students choose to study abroad, but the number of incoming students from other countries is much smaller;</li> <li>• The quality of studies is insufficiently high but could be improved in cooperation with foreign universities.</li> </ul> <p>The aim is to ensure that:</p> <ul style="list-style-type: none"> <li>• In 2020, international students at the universities of the Republic of Lithuania would make up 10% of all students (in 2018, they amounted to 7.6%),<sup>14</sup> and foreign researchers would amount to 5%. In 2025, international students would constitute 12%.<sup>15</sup></li> <li>• The country would become a regional leader in higher education, attracting students from Belarus, Ukraine, and other countries.<sup>16</sup></li> </ul>
In 2019, tuition fees in Lithuanian higher education institutions increased significantly;	<p>Compared to 2018, tuition fees in Lithuania increased from €180 to approximately €1,700. (The study basket, or the state funding allocated per student, had not increased since 2009.)</p> <p>This may lead to a decreased number of self-funded applicants. More students are likely to choose studies at universities abroad.</p>
Increased doctoral stipends for PhD students	In 2019, doctoral stipends were increased. It is planned that they will increase by 83% compared to 2018. <sup>17</sup>
Increased government funding and EU funds allocated to R&D	The sum allocated from the state budget for R&D and artistic activities is growing every year, increasing from 38.1 million euros in 2013 to 51.44 million euros in 2017. <sup>18</sup>

<sup>12</sup> [https://www.smm.lt/uploads/documents/veikla/2019\\_METINIS%20%C5%A0MSM%20veiklos%20planas.pdf](https://www.smm.lt/uploads/documents/veikla/2019_METINIS%20%C5%A0MSM%20veiklos%20planas.pdf);  
[https://www.kpmc.lt/kpmc/wp-content/uploads/2017/11/3.JMieziene\\_NZIS\\_sistema.pdf](https://www.kpmc.lt/kpmc/wp-content/uploads/2017/11/3.JMieziene_NZIS_sistema.pdf);  
[https://www.esinvesticijos.lt/lt/finansavimas/patvirtintos\\_priemones/zmogiskuju-istekliu-stebesenos-prognozavimo-ir-pletros-mechanizmai](https://www.esinvesticijos.lt/lt/finansavimas/patvirtintos_priemones/zmogiskuju-istekliu-stebesenos-prognozavimo-ir-pletros-mechanizmai);  
<https://www.smm.lt/web/lt/aukstojo-mokslo-pertvarka>;  
[https://www.smm.lt/uploads/documents/MSI/%C5%A0MM%202017%2001%2011\\_vizija%20\(1\).pdf](https://www.smm.lt/uploads/documents/MSI/%C5%A0MM%202017%2001%2011_vizija%20(1).pdf);  
<http://strata.gov.lt/images/tyrimai/bukle-2018-web.pdf>; <http://strata.gov.lt/images/tyrimai/20190903-Sumani-specializacija-Lietuvoje-2027.pdf?v=2>

<sup>13</sup> [https://www.smm.lt/uploads/documents/veikla/2019\\_METINIS%20%C5%A0MSM%20veiklos%20planas.pdf](https://www.smm.lt/uploads/documents/veikla/2019_METINIS%20%C5%A0MSM%20veiklos%20planas.pdf)

<sup>14</sup> <https://osp.stat.gov.lt/informaciniai-pranesimai?articleId=6315936>

<sup>15</sup> [https://www.smm.lt/uploads/documents/MSI/smm\\_prezentacija.pdf](https://www.smm.lt/uploads/documents/MSI/smm_prezentacija.pdf)

<sup>16</sup> <https://www.smm.lt/uploads/documents/MSI/Laiko%20juosta1214.pdf>

<sup>17</sup> <https://www.vz.lt/verslo-aplinka/2018/07/18/doktorantu-stipendijos-kitamet-padides-bemaz-dvigubai#ixzz60KeLrQQU>

<sup>18</sup> <http://strata.gov.lt/images/tyrimai/bukle-2018-web.pdf>; <https://osp.stat.gov.lt/naujienuos?articleId=5875752>

Factors	Explanation
	Universities receive and expect to continue receiving funding from the EU Structural Funds.
A new R&D funding model has been approved	The government has approved a new R&D funding model. From 2019 onwards, 60% of research funding will be allocated on the basis of qualitative parameters, while 40% of funding allocations will be based on quantitative indicators. <sup>19;20</sup> Before then, only formal quantitative indicators were taken into account in the allocation of research funding. Quantitative indicators usually include only the number of research papers and have so far been the principal criteria in evaluating research activities. Qualitative indicators account for the level of published research, patents, and participation in international research programmes. <sup>21</sup>
Businesses are actively increasing investment in R&D. The state promotes the R&D activities of businesses through tax abatements and the concept of industrial doctoral studies, which has been developed and begun to be implemented <sup>22</sup>	<p>In the period between 2013 and 2017, business investment doubled from 53.1 million euros to 105.8 million euros. The positive trend observed is that the increased business investment in R&amp;D has no correlation with the provision of the EU Structural Funds.<sup>23</sup></p> <p>In order to promote business investment in R&amp;D, the Government of the Republic of Lithuania together with the Ministry of Finance prepared a package of economic incentives for innovation, which will encourage companies to invest in R&amp;D and commercialise products.</p> <p>The major projected changes are as follows:</p> <ul style="list-style-type: none"> <li>• 5% income tax rate when the profits are generated from commercialised inventions (current rate - 15%);</li> <li>• up to 100% tax abatement for investment in technological renewal. At present, companies can reduce their taxable profit on the basis of costs incurred by up to 50%;</li> <li>• up to 300% tax abatement for R&amp;D activities;</li> <li>• in order to attract foreign investment, the upper limit of SoDra contribution payments is expected to be set at 120 average monthly salaries (AMS);</li> <li>• persons who begin to engage in individual employment activities would be entitled to a one-year SoDra contribution exemption. These contributions would be calculated on the basis of the minimum monthly salary (MMS) and paid for from the state budget. First-year income tax exemption would also apply to small businesses whose annual turnover is up to 300 000 euros and the average number of employees is up to 10. These measures are expected to reduce the risk of insufficient working capital.<sup>24</sup></li> </ul> <p>In 2018, the Description of the Procedure for Distributing Competitive State Funding for Doctoral Studies was approved. This document stipulates that part of doctoral study places may be allocated through a competition to companies that carry out high-quality research or experimental development work in the field of doctoral studies, thus legalising the industrial PhD study framework. EU funding is allocated for the implementation of industrial doctoral studies.<sup>25</sup></p>

19 [https://www.smm.lt/pranesimai\\_spaudai/skiriant-valstybes-finansavima-moksliniam-tyrimamsorientacija-i-kokybe](https://www.smm.lt/pranesimai_spaudai/skiriant-valstybes-finansavima-moksliniam-tyrimamsorientacija-i-kokybe)

20 <http://strata.gov.lt/images/tyrimai/bukle-2018-web.pdf>

21 [https://www.smm.lt/pranesimai\\_spaudai/skiriant-valstybes-finansavima-moksliniam-tyrimamsorientacija-i-kokybe](https://www.smm.lt/pranesimai_spaudai/skiriant-valstybes-finansavima-moksliniam-tyrimamsorientacija-i-kokybe)

22 <http://strata.gov.lt/images/tyrimai/bukle-2018-web.pdf>

23 [http://lr.lt/uploads/main/documents/files/%C5%A0vietimas\(1\).pdf](http://lr.lt/uploads/main/documents/files/%C5%A0vietimas(1).pdf)

24 <http://strata.gov.lt/images/tyrimai/bukle-2018-web.pdf>

[http://lr.lt/uploads/main/documents/files/Mokslas%2C%20technologijos%20ir%20inovacijos\(1\).pdf](http://lr.lt/uploads/main/documents/files/Mokslas%2C%20technologijos%20ir%20inovacijos(1).pdf)

25 <https://www.smm.lt/uploads/documents/tyrimai-ir-studijos/%C5%A0vietimo%20ir%20mokslu%20ministerijos%202018%20met%C5%B3%20veiklos%20ataskaita.pdf>

Factors	Explanation
The creation of a common system for monitoring trends in various fields of culture is planned	In the period of the next three years, a general system for monitoring cultural trends should be created. This system would enable a consistent analysis of cultural issues and a reasoned planning of cultural policy actions. <sup>26</sup>
The aim is for part-time academic staff to constitute no more than 50%	The Higher Education Reform aims to achieve that part-time academic staff constitute no more than 50%. <sup>27</sup>
The aim is for student mobility to reach at least 5%	The Higher Education Reform aims to achieve student mobility of at least 5%. <sup>28</sup>
The aim is for the quality of university research to be recognised internationally, with revenues from R&D commercialisation representing at least 5% of university income	The reform of Higher Education aims to ensure that the level of research in universities is recognised as high internationally and that the revenue from the commercialization of research results amounts to at least 5% of university income. <sup>29</sup>
<b>Economic factors</b>	
Economic growth	In 2017, GDP grew by 4.1%, and in 2018 by 3.4%. It is projected that in 2019, GDP growth will be 2.7%, in 2020 - 2.6%. <sup>30</sup>
The cultural sector is a significant part of the Lithuanian economy	In Lithuania, there are 10,000 companies and organisations in the cultural sector, amounting to 5.5% of all companies in Lithuania (compared with 4% in Latvia and 4.6% in Estonia). The annual turnover of these companies amounts to only 1% of the Lithuanian economy (1.1% in Latvia, 1.2% in Estonia), but they represent 1.8% of value added (1.8% in Latvia, 2.1% in Estonia). This means that the cultural sector forms a significant part of the Lithuanian economy, and the value added generated by the sector is twice as high as the average value added generated by all Lithuanian farms. <sup>31</sup>
The average annual inflation rate is decreasing	The average annual inflation rate in 2018 was lower than in 2017 and amounted to 2.5%. <sup>32</sup> The inflation rate in Lithuania is expected to continue declining from 2.5% in 2018 to 2.1% in 2019-2020. <sup>33</sup>
The business environment and conditions for doing business are improving	Lithuania was ranked the 11 <sup>th</sup> in the world in the 2019 <i>Doing Business</i> Report based on the ease of doing business. <sup>34</sup>
Household disposable income is growing rapidly	In 2018, household disposable income increased by 10.4% compared to 2017. <sup>35</sup> The growth of disposable income was influenced by the following factors:

[http://lrv.lt/uploads/main/documents/files/Mokslas%2C%20technologijos%20ir%20inovacijos\(1\).pdf](http://lrv.lt/uploads/main/documents/files/Mokslas%2C%20technologijos%20ir%20inovacijos(1).pdf); <https://www.e-tar.lt/portal/lt/legalAct/ab7ce0b0058411e8b3e7ba9cfd043b1>; <https://mita.lrv.lt/lt/veiklos-sritys/programos-priemones/pramonine-doktorantura>

<sup>26</sup> <https://www.e-tar.lt/portal/lt/legalAct/6aa23a109d4d11e9878fc525390407ce>

<sup>27</sup> <https://www.smm.lt/uploads/documents/MSI/Laiko%20juosta1214.pdf>

<sup>28</sup> <https://www.smm.lt/uploads/documents/MSI/Laiko%20juosta1214.pdf>

<sup>29</sup> <https://www.smm.lt/uploads/documents/MSI/Laiko%20juosta1214.pdf>

<sup>30</sup> [https://www.lb.lt/lt/media/force\\_download/?url=/uploads/publications/docs/21756\\_d778713ca234ccc09dc70e7312b44d89.pdf](https://www.lb.lt/lt/media/force_download/?url=/uploads/publications/docs/21756_d778713ca234ccc09dc70e7312b44d89.pdf)

<sup>31</sup> <https://www.e-tar.lt/portal/lt/legalAct/6aa23a109d4d11e9878fc525390407ce>

<sup>32</sup> [https://www.lb.lt/lt/media/force\\_download/?url=/uploads/publications/docs/21756\\_d778713ca234ccc09dc70e7312b44d89.pdf](https://www.lb.lt/lt/media/force_download/?url=/uploads/publications/docs/21756_d778713ca234ccc09dc70e7312b44d89.pdf)

<sup>33</sup> <https://finmin.lrv.lt/lt/naujienos/ek-2019-m-pavasario-progoze-lietuvos-ekonomika-augs-kaip-ir-buvo-numatyta-anksciau>

<sup>34</sup> <https://lietuva.lt/en/naujienos/lithuania-has-reached-its-highest-position-ever-in-doing-business-2020/>

<sup>35</sup> <https://osp.stat.gov.lt/lietuvos-gyventoju-pajamos-ir-gyvenimo-salygos/lietuvos-gyventoju-pajamos-ir-gyvenimo-salygos-2019/namu-ukiu-pajamos/disponuojamosios-pajamos>; Household disposable income can be defined as all income received by a household that is available for use after fulfilling all financial obligations. For more information about the structure and development of household disposable income and the relationship between household disposable income and household consumption, see Appendix 1 to the Lithuanian Economic Review (December 2014); [https://www.lb.lt/uploads/documents/files/musu-veikla/ekonomikos-analizeprogozes/LEA\\_2014-12\\_LT\\_PRIEDAS1.pdf](https://www.lb.lt/uploads/documents/files/musu-veikla/ekonomikos-analizeprogozes/LEA_2014-12_LT_PRIEDAS1.pdf)

Factors	Explanation
	<ul style="list-style-type: none"> <li>the growth of average monthly earnings (7.9% in 2016; 8.2% in 2017; 9.9% in 2018).<sup>36</sup></li> <li>other decisions taken by the state, such as the increase of tax-free income, pensions, and other social benefits. Such decisions are expected to continue to increase the income of the population, which will have a stimulating effect on private consumption.</li> </ul>
Unemployment is falling	In 2016, unemployment was 7.9%; in 2017, 7.1%; in 2018, 6.2%. <sup>37</sup> It is expected that in 2019, unemployment will fall down to 5.9%. <sup>38</sup>
Growing monthly salaries of persons working in arts, entertainment, and leisure companies	<p>Since 2010, the gross monthly salary of persons working in arts, entertainment, and leisure has grown every year, increasing from 463.4 Eur in 2010 to 744.5 Eur.<sup>39</sup></p> <p>Nevertheless, the average salary in the cultural sector represents only 77% of the national average salary. This is significantly less than the EU average (90% of the average salary). Salaries in the cultural sector are one of the lowest in the country. This has a significant impact on the attractiveness of jobs in the sector, affecting the quality of cultural services negatively and encouraging the outflow of creative resources from the country.<sup>40</sup></p> <p>The goal set in the cultural policy strategy is that by 2025, salaries in the public cultural sector should reach the average level of salaries in the country.<sup>41</sup></p>
The number of employees in culture and arts is declining	<p>The number of employees in culture and arts has been declining in recent years (from 26,000 in 2014 to 24,800 in 2017 and 23,000 in 2018).<sup>42</sup></p> <p>There is a danger that the interest in studies of culture and arts will also decline.</p>
<b>Social and demographic factors</b>	
The population of Lithuania is declining	<p>In the period of 2010-2016, the population of Lithuania decreased by 7.4%.<sup>43</sup></p> <p>It is projected that in 2017-2021, the trends of rapid population decline and aging will continue. Young and middle-aged working-age population will decrease the most, while older working-age (60–65 years) population and elderly dependent population will increase. There will be a clear downward trend in the number of children born.<sup>44</sup></p> <p>Correspondingly, the number of students entering higher education fell by a third in five years. It is estimated that in 2020, only about 16 800 high school graduates will apply for higher education courses (55% less than in 2011).<sup>45</sup></p>
There is a growing participation of the population in cultural activities in the regions (especially in small towns and villages) <sup>46</sup>	According to the data of the 2017 survey 'Population Participation in Cultural Activities and Satisfaction with Cultural Services', 55.7% of respondents tended to participate in cultural and artistic activities in 2014 compared to 57.5% in 2017. The expected result for 2020 is 58.3%.

<sup>36</sup><https://www.seb.lt/infobankas/ekonomine-aplinka/makroekonomika/naujausi-lietuvos-ekonomikos-ir-finansu-rodikliai#darbo-rinka>

<sup>37</sup><https://www.seb.lt/infobankas/ekonomine-aplinka/makroekonomika/naujausi-lietuvos-ekonomikos-ir-finansu-rodikliai#darbo-rinka>

<sup>38</sup> <http://alkas.lt/2018/10/16/vyriausybe-pritare-2019-metu-biudzeto-projektui/>

<sup>39</sup> <https://osp.stat.gov.lt/lietuvos-svietimas-kultura-ir-sportas/lietuvos-svietimas-kultura-ir-sportas-2019/kulturos-istaigu-veikla>

<sup>40</sup> <https://www.e-tar.lt/portal/lt/legalAct/6aa23a109d4d11e9878fc525390407ce>

<sup>41</sup> <https://www.e-tar.lt/portal/lt/legalAct/6aa23a109d4d11e9878fc525390407ce>

<sup>42</sup>[https://lrkm.lrv.lt/uploads/lrkm/documents/files/KM%202018%20m\\_%20veiklos%20ataskaita\\_SKELBIMUI.pdf](https://lrkm.lrv.lt/uploads/lrkm/documents/files/KM%202018%20m_%20veiklos%20ataskaita_SKELBIMUI.pdf); <https://www.e-tar.lt/portal/lt/legalAct/6aa23a109d4d11e9878fc525390407ce>

<sup>43</sup> <http://strata.gov.lt/images/tyrimai/bukle-2018-web.pdf>

<sup>44</sup> [https://www.smm.lt/uploads/documents/naujienos/kalbos\\_pranesimai/Tucas\\_R\\_Demografines\\_proгноzes\\_SMM\\_2018\\_01\\_18.pdf](https://www.smm.lt/uploads/documents/naujienos/kalbos_pranesimai/Tucas_R_Demografines_proгноzes_SMM_2018_01_18.pdf)

<sup>45</sup> <https://www.smm.lt/web/lt/aukstojo-mokslo-pertvarka>

<sup>46</sup> [https://lrkm.lrv.lt/uploads/lrkm/documents/files/KM%202018%20m\\_%20veiklos%20ataskaita\\_SKELBIMUI.pdf](https://lrkm.lrv.lt/uploads/lrkm/documents/files/KM%202018%20m_%20veiklos%20ataskaita_SKELBIMUI.pdf)

Factors	Explanation
<b>Technological factors</b>	
Rapid and global technological change is taking place	<p>The demand for various professions in the labour market is projected to change significantly, and workers who are creative as well as proficient and knowledgeable in the use of the latest technologies will increasingly gain a competitive advantage. Artistic creation is similarly becoming directly dependent on the rapid development of audiovisual technologies and their widespread application.<sup>47</sup></p> <p>This presents a challenge for higher education institutions to adapt to the pace of technological change and to maintain and improve the quality of studies, taking into account market needs and ensuring that students know how to work with the latest technologies.<sup>48</sup></p> <p>The latest ICTs offer the following opportunities:</p> <ul style="list-style-type: none"> <li>• to provide distance learning for students, thus attracting more students;</li> <li>• to attract foreign lecturers by broadcasting their lectures remotely through video conferencing and similar platforms;<sup>49</sup></li> <li>• to use new technologies for the digitization of learning content and libraries;<sup>50</sup></li> <li>• to implement a study management information system.</li> </ul> <p>Digital technologies have been successfully used in the field of culture to contribute to the creation of a modern knowledge society (transforming the information functions and networks of public libraries, participating in the national and European cultural heritage digitization systems, launching a coherent public information policy).<sup>51</sup></p> <p>According to the 2017 survey 'Population Participation in Cultural Activities and Satisfaction with Cultural Services', there has been an observable shift of cultural consumption to digital spaces.<sup>52</sup></p> <p>By moving the dissemination of culture to the virtual space, regional, financial, and other types of inequality based on age, disability, and other factors is reduced, thus creating the conditions for receiving various cultural services regardless of the place of residence. Therefore, it is important for cultural institutions to create conditions for developing integrated virtual service platforms that would allow them to expand the range of users, increasing the variety and accessibility of quality services for all residents of Lithuania, taking into account the problem of exclusion in the information society.<sup>53</sup></p> <p>The digitization of cultural content leads to an easier access to content as well as an efficient mass distribution of works.</p>
Significant growth in the global interactive learning technology market is expected	The global market for interactive learning technologies is projected to increase by about 29% in 2017-2020. <sup>54</sup>

47 <http://culture.venckus.eu/medijos/mediju-kultura/technologiju-ir-meno-rysys-ka-menininkai-veikia-technikos-mokslu-apsuptyje/>

48 <https://www.kolegijos.lt/news/35/72/Visoje-Europoje-protu-nutekejimo-problema/>

49 [https://www.researchgate.net/publication/281271203\\_Higher\\_Education\\_Environmental\\_Analysis\\_Industry\\_Scenarios\\_Scottish\\_Universities](https://www.researchgate.net/publication/281271203_Higher_Education_Environmental_Analysis_Industry_Scenarios_Scottish_Universities)

50 <https://www.pu.ac.ke/forms/Pwani%20University%20Strategic%20Plan%202014-2024.pdf>

51 <https://www.e-tar.lt/portal/lt/legalAct/6aa23a109d4d11e9878fc525390407ce>

52 [https://lrkm.lv.lv/uploads/lrkm/documents/files/KM%202018%20m\\_%20veiklos%20ataskaita\\_SKELBIMUI.pdf](https://lrkm.lv.lv/uploads/lrkm/documents/files/KM%202018%20m_%20veiklos%20ataskaita_SKELBIMUI.pdf)

53 <https://www.e-tar.lt/portal/lt/legalAct/6aa23a109d4d11e9878fc525390407ce>

54 <http://sumani2020.lt/apie-sumania-speciaizacija/prioritetai>