

ACTION PLAN 2016-2018 OF THE FACULTY OF ECONOMICS, VILNIUS UNIVERSITY

(approved by the Council of the Faculty of Economics, minutes No. 190000/TP - 10 (163), on 20 December 2016)

The plan provides the mission, values, and vision of the Faculty of Economics, as well as its progress measurement indicators and the aims, objectives, and projects in five strategic directions. The plan was drafted, based on the Strategic Plan of Vilnius University 2015-2017 and the analysis of the Faculty strengths, weaknesses, and challenges.

Analysis of the Faculty strengths, weaknesses, and challenges

The strengths of the Faculty:

- long-term traditions and good reputation among the general public and prospective students, allowing to attract large numbers of good students;
- attractive and regularly updated study programmes, receiving good evaluations from foreign experts;
- experience in organising non-consecutive studies;
- the highest level of internationalisation in the University: 7 study programmes (1 undergraduate and 6 graduate) taught in English;
- a wide choice of study courses in a foreign language and therefore a large number of exchange students;
- wide contacts of the Faculty with foreign partners in the fields of science and studies;
- high international mobility of the staff;
- experience of participation in international and national projects.

The problems and weaknesses of the Faculty:

- not all the staff are productive researchers, and the doctoral students of the Faculty do not fully realise themselves in the processes of research and academic activities;
- not all the staff apply contemporary teaching methods;
- uncompetitive salaries of well-educated economists in the labour market fail to attract sufficient numbers of applicants to the competitions for the academic staff positions;
- students are still dissatisfied with the training of their practical skills during the studies;
- part of the students complain about the insufficient quality of studies in the Faculty;
- few teachers from abroad teach in the Faculty;
- weak internal and external communication.

New challenges to the Faculty:

- the Faculty is struggling to introduce the transition from teaching to self-study that is getting increasingly popular in the world;
- due to emigration and demographic changes, the competition between Lithuanian and foreign universities is increasing, which results in the decline in the number of enrolling students;
- new technologies and new ways of marketing and communication;
- despite the use of the incentive scheme, we are struggling to increase the scope of research in the Faculty, and especially high-quality publications;
- we experience difficulties in project development and in the provision of other external funding services;
- the research and academic staff of the Faculty are aging, and because of uncompetitive salaries it is difficult to attract young researchers to academic activity.

VISION OF THE FACULTY OF ECONOMICS

The Faculty of Economics is one of the best units of science and studies of Vilnius University, a leading institution of the science and studies of economics and management in the region which boasts the nucleus of economic and managerial competence, investigates the phenomena of economic development relevant to Lithuania and the world, and deals with the issues of the science of economics.

MISSION OF THE FACULTY OF ECONOMICS

To conduct scientific research aimed at addressing major problems of the global economic development, to explore economic policies and to submit proposals to the policy-making institutions, to improve the quality of economics and management studies, to raise the general public's economic awareness, and to train professionals able to adapt to the changing market development.

STRATEGIC DIRECTIONS OF THE FACULTY ACTIVITIES

Strategic direction 1: Innovative Research

THE UNIVERSITY GOAL: conduct internationally recognised research, promote the supply of knowledge and innovations, and develop the teaching/learning environment to promote cognition and understanding.

SWEET-SPOT PROJECTS				
University goals	Faculty measures	Measurement indicators	Deadlines	The responsibility of:
1.1 STRONG RESEARCH SKILLS GOAL: develop the skills and competencies of researchers in the	To organise seminars, lectures, and other events for researchers. To draw up a plan for strengthening the scientific and research capacity of	Annual growth of at least 5% in the number of high-quality publications. Increasing the number and	2016-2018	Vice-Dean for Science and International Relations

<p>following areas: academic writing, organising research, project management, commercialisation of science, and publication ethics.</p>	<p>doctoral students and scientists and integrating into the Faculty. To attract scientists from abroad to give lectures to the academic staff and students (10 teachers annually). To regularly organise seminars with presentations given by scientists and doctoral students.</p>	<p>quality of scientific publications and other scientific works. Annual growth of the revenue from scientific activity of 10%; the growth of the share for science in the Faculty revenue of up to 10%.</p>		
<p>1.2 INTERNATIONAL ADVISORY BOARDS GOAL: set up a network of internationally reknown advisors to consult the University on the direction of research and the evaluation of the research performance.</p>	<p>To draw up a list of candidates for advisors. To make sure the University will cover the costs of the foreign advisors' trips to the meetings.</p>	<p>At least one meeting of the Council per year.</p>	<p>Before the end of 2016</p>	<p>Vice-Dean for Science and International Relations</p>
<p>1.3. INCENTIVES FOR RESEARCH EXCELLENCE GOAL: to enhance the motivation of researchers to contribute to the visibility of the University and deliver research outcomes that improve its reputation by setting up financial incentive systems in research units.</p>	<p>To improve the Faculty's financial incentive system for scientific production. To form creative cooperation groups for joint scientific research.</p>	<p>The share of the wage-fund for incentives amounts to at least 5%. The annual growth of the number of the Faculty scientists' publications in peer-reviewed journals by 10%. During the tenure of an office, each full-time scientist publishes at least 1 paper on behalf of the Faculty in journals indexed in the SCOPUS or THOMSON databases.</p>	<p>Before the end of 2017</p>	<p>Vice-Dean for Science and International Relations</p>
<p>1.4. EFFECTIVE MANAGEMENT OF RESEARCH PROJECTS GOAL: set up a system of the preparation of research applications</p>	<p>To enhance the activity of the Economic Expertice Centre (EEC). To have the EEC assisting the Departments and also individually developing project applications and assuming responsibility for their implementation. To hold joint international scientific</p>	<p>Growth of the number of research projects and their value by at least 5% annually; increased success in application (at least 50%).</p>	<p>Before June 2017</p>	<p>Dean, EEC</p>

and project management in order to increase the financial resources and effectiveness of research and innovations.	conferences with other, and especially Eastern and Central European, universities.			
1.5. SYSTEM OF POSTDOCTORAL RESEARCH POSITIONS GOAL: attract young and talented international and Lithuanian researchers, improve innovation and research productivity, and join the global research mobility network.	The development of the post-doc study system in the Faculty.	To start post-doctoral research in the Faculty.	Before June 2017	Vice-Dean for Science and International Relations
1.6. RESTRUCTURING SCIENTIFIC PUBLICATION GOAL: restructure the publication of scientific journals in order to increase public awareness of the University, enhance its academic reputation, and increase the efficiency of funds allocated for scientific publication.	To seek to register the <i>Ekonomika</i> journal of the Faculty in a prestigious database of scientific journals (SCOPUS, Thomson)	To increase the number of scientific journals accredited in compliance with international standards to two. To annually increase the number of citations and readership of the Faculty journals by at least 10%.	2017	Editorial Board of the <i>Ekonomika</i> journal.
VISIONARY PROJECTS				
1.7. OUTREACH OF SCIENCE AND INNOVATIONS GOAL: increase cooperation between science and business: develop applied research; encourage the transfer of innovation and technology and the commercialisation of research.	To implement joint international scientific and academic projects. To participate in the EU-funded research programmes.	EXPECTED OUTCOME: higher revenue for the Faculty from applied research and services to business. At least two new projects to be launched in the Faculty.		Vice-Dean for Science and International Relations, EEC
1.8. ADVANCED SYSTEM OF DOCTORAL STUDIES GOAL: ensure more attractive and	To promote the participation of doctoral students in the Faculty's scientific and academic activity.	EXPECTED OUTCOME: the number of doctoral students employed in the	2016- 2018	Vice-Dean for Science and International

<p>better conditions for training talents and future scientific leaders; create an appropriate governance system.</p>	<p>To encourage doctoral students to give lectures to students. To attract doctoral and post-doc trainees from abroad. To enhance the capacity of doctoral committees. To invite foreign professionals to give lectures to doctoral students and to advise them.</p>	<p>Faculty to increase by 50%. Increase in the number of those willing to take up doctoral studies, increased internationalisation and productivity of doctoral studies, the emergence of doctoral schools. Increased satisfaction with doctoral studies.</p>		<p>Relations, Heads of the Departments</p>
<p>1.9. COORDINATION OF RESEARCH INFRASTRUCTURE AND NETWORKING GOAL: put into action new scientific centres, ensure access to, and the sustainability of, state-of-the-art laboratory equipment, and join international research infrastructure networks.</p>	<p>Activity uncharacteristic of the Faculty.</p>			
<p>1.10 INTERDISCIPLINARY SOCIAL SCIENCES LABORATORIES GOAL: Strengthen the potential of social sciences through interdisciplinary ties with excellence groups in other scientific fields.</p>	<p>In cooperation with other faculties and other science and business institutions, to set up an interdisciplinary laboratory in the Faculty.</p>	<p>EXPECTED OUTCOME: an interdisciplinary laboratory set up in the Faculty.</p>	<p>2017</p>	<p>Dean</p>

Strategic direction 2: International Standards in Studies

THE UNIVERSITY GOAL: high quality flexible studies that reflect global trends, target the needs of students and national and international labour markets, and foster talents.

SWEET-SPOT PROJECTS				
University goals	Faculty measures	Measurement indicators	Deadlines	The responsibility of:

<p>2.1. TEACHING LOAD GOAL: relate the size of the teaching load to the available financial resources for study programmes and to the values of research output with due consideration given to the diversity of the study programmes provided.</p>	<p>Together with the University, to regulate the workloads of the academic staff. To identify each scientist's financial result and the income and expense for the study programmes.</p>	<p>Development and implementation of a new staff workload calculation system in the Faculty.</p>	<p>2017</p>	<p>Dean</p>
<p>2.2. STUDENT TUTORING. GOAL: improve the quality of tutoring services to students within the flexible system of studies by making use of various forms of support offered by the University, as well as provide support for students meeting difficulties in their academic life.</p>	<p>For student tutors, to start work in the Faculty (a joint measure with the Directorate of Studies). To organise the elections for the Best Teacher (each semester, based on the data of the survey outcomes).</p>	<p>Student tutoring services delivered by specially trained staff. Increased student satisfaction with studies (improvement in assessments by 20%).</p>	<p>2016-2017.</p>	<p>Department of Studies</p>
<p>2.3. INTERNATIONAL DIMENSION OF STUDIES GOAL: improve the content and management of international study programmes; increase the number of quality study programmes provided in foreign languages.</p>	<p>To investigate the feasibility of implementation of a pilot massive open online course in English. To seek the University's support for the maintenance of 7 existing study programmes taught in English. To seek the University's broader advertising of the Faculty's study programmes to foreign students. To teach more study courses in English and to invite foreign academic staff. To strengthen cooperation with foreign partners (agents and universities) and potential students, to develop and implement joint study programmes.</p>	<p>Annual growth in the number of study programmes provided in English by at least 20%; improvement of foreign students' satisfaction with their studies. The Faculty gradually becomes international, with foreign students accounting for 10% of the total number of students.</p>	<p>Before 2018</p>	<p>Vice-Deans</p>
<p>2.4.E- STUDIES GOAL: reduce the volume of routine tasks for teaching staff in order to increase the proportion of their time devoted to fostering of individual talents; internationally</p>	<p>To start implementing courses combining online and individual forms of teaching. To encourage the academic staff to apply distance learning methods in their courses. To more actively use the VLE (Moodle) platform.</p>	<p>Implementation of the study courses (at least two), combining online and individual forms of teaching. To start implementing two distance education</p>	<p>Before 2018</p>	<p>The Department of Studies, Chairs of the Study Programme Committees</p>

<p>promote the prospect of studying at the University.</p>	<p>To initiate the implementation of distance education programmes in the Lithuanian and English languages.</p>	<p>programmes. An increase in the number of students, including international ones. Better conditions for the studies of students from the districts of Lithuania due to the session-based mode of studies.</p>		
<p>2.5 TEACHER TRAINING AND PROFESSIONAL DEVELOPMENT GOAL: fill the niche of training highly competent subject teachers by developing a network structure of teacher training with the Centre of Education within the Faculty of Philosophy.</p>	<p>No measures are planned, since the Faculty does not train teachers.</p>			
VISIONARY PROJECTS				
<p>2.6 QUALITY MANAGEMENT OF STUDIES GOALS: implement a system of the quality management of studies based on the modern organisational structure of the University in order to support students, academics, and study programme committees.</p>	<p>To perform an exhaustive analysis of the Faculty's study programmes, to identify their strengths, weaknesses, and sources of competitiveness. To develop the Faculty's regulations against plagiarism. The Study Programme Committees ought to perform the study quality monitoring: the supervision of the course descriptions, the compliance of the courses with the labour market and student needs, the control of the contact hours, the observation of the assessment criteria, the monitoring of student workload, and surveys. To implement a new study paradigm in the 1st cycle studies: the transfer from teaching to student learning. To spread a new approach of students' assuming responsibility for the quality of their learning.</p>	<p>EXPECTED OUTCOME: development of a quality map of study programmes and an optimal network of study programmes; student workloads in line with study objectives; constant improvement of the didactic competences of the academic staff. Fewer complaints about the overlapping of courses and the bias in the exam assessment; increased student satisfaction with studies. To organise two events per year to increase the academic staff's didactic competencies. Increased student</p>	<p>2016- 2018</p>	<p>Vice-Deans, the Department of Studies, Chairs of the Study Programme Committees</p>

	<p>To increase the academic staff's didactic competencies.</p> <p>The staff whose assessment in surveys was lower than 6 points out of 10 for two semesters in a row are to make plans of teaching quality improvement.</p> <p>To expand the supply of life-long learning and professional development courses.</p> <p>To inform students about the amendments made in study programmes and study courses.</p>	<p>independence, responsibility, and satisfaction with studies.</p> <p>At least 20 teachers trained in the Faculty's professional development courses.</p>		
<p>2.7 MODULAR SYSTEM OF STUDIES</p> <p>GOALS: ensure a dynamic system for the electronic management of modular studies.</p>	To start implementing modular studies in the Faculty.	EXPECTED OUTCOME: implementation of a new operational information system for University studies (VUSIS), adapted to the management of a flexible system of modular studies.	2016-2018	The Department of Studies, Chairs of the Study Programme Committees
<p>2.8 EXPANSION OF ACADEMIC MINOR STUDIES</p> <p>GOALS: develop a well-run and student-friendly environment for academic minors as a measure for improved inter-disciplinarity and increased flexibility of university studies.</p>	To start implementing academic minors in the Faculty.	EXPECTED OUTCOME: Implementation of at least one academic minor programme for students from other faculties.	2016-2018	The Department of Studies, Chairs of the Study Programme Committees

Strategic direction 3: Active Faculty Partnership

THE UNIVERSITY GOAL: build a strong reputation for the University as a pre-eminent university in Lithuania and abroad that fosters significant cultural, social, and economic values

SWEET-SPOT PROJECTS				
University goals	Faculty measures	Measurement indicators	Deadlines	The responsibility of:
3.1.EXTERNAL	To strengthen the Faculty's reputation inside	Weighted index of	2016-2018	Dean,

<p>COMMUNICATION STRATEGY</p> <p>GOAL: implement a communication strategy to reflect the major strategies of the University, solidify its reputation, increase its impact on public views, and raise its international visibility.</p>	<p>the country and beyond by organising different events for scientists and the general public (seminars, conferences, trainings, etc.). To seek more active academic staff's participation in the public discourse. To develop an incentive system promoting publications in the press, comments on draft laws and other legal acts, and participation in public discussions or work groups. To popularise the sciences of economics and management among the general public by presenting the research outcomes of the Faculty researchers. To strengthen the Faculty's marketing by maintaining relationships with the press, developing information packages and annual reports, and by informing the general public and business structures about the study and scientific activities carried out in the Faculty and about the projects under development.</p>	<p>favourability in the media. The development and implementation of the Faculty's marketing measures plan. The dissemination of information about the Faculty and its staff in the public space (4 items per year).</p>		<p>PR specialist</p>
<p>3.2 PROVISION OF INFORMATION FOR THE PURPOSES OF RANKING AND FEEDBACK MANAGEMENT</p> <p>GOAL: improve the international image of the University by ensuring its world ranking among the top universities and increase public awareness of its rankings. (by QS ranking).</p>	<p>To monitor scientists' publications in databases. To actively cooperate with employers and professors abroad whose list has been presented to ranking agencies. To annually update the list. To seek to get the Faculty's field of management in the ranking list.</p>	<p>To raise the overall Faculty's QS ranking position in the fields of economics and management by 10%.</p>	<p>Regularly</p>	<p>Dean, Vice-Deans, the Faculty administration, Heads of the Departments</p>
<p>3.3 ACTIVE COOPERATION WITH PARTNERS</p> <p>GOAL: establish and maintain relations with partners in order to enhance the visibility of the</p>	<p>To undertake joint activities with the social partners in business and the public sector (Ministries, other services, universities, and colleges). To strengthen relationships with Ministries, companies, and organisations, to carry out commissioned research, and to</p>	<p>Annual growth of at least 10% in the number of partnership events (organised or attended). Annual growth of at least 10% in the income from the research contracted by</p>	<p>2016-2018</p>	<p>Dean, Vice-Deans, Heads of the Departments</p>

University; expand cooperation in research and increase the amount of innovations and commissioned research.	expand consulting activities.	business. To sign at least one new cooperation agreement per year. To invite business representatives to give open lectures (10 lectures per year). To employ 10 partnership professors and associate professors.		
3.4 ENDOWMENT FUND GOAL: rally support from alumni to start an endowment fund whose investment returns could be used to support University activities; to increase the invested capital.	To introduce the Faculty community to the terms of the Fund and to encourage them to invite businessmen to contribute to the Fund.	At least one sponsor attracted every year.	2017	Dean, the Faculty administration, Heads of the Departments Alumni
VISIONARY PROJECTS				
3.5 CLOSE RELATIONS WITH THE UNIVERSITY'S ALUMNI GOAL: consolidate societies of the University alumni, coordinate their activities, and increase the contribution and engagement of alumni in the University community.	To attract more members, to involve students in the organisational activities of the Society. To organise events and open discussions for Alumni members and the Faculty representatives. To include the alumni in the Study Programme Committees. To strengthen relationships with social partners.	EXPECTED OUTCOME: every alumni has an opportunity to participate in the alumni activity, a strong sense of the University alumnus identity; a substantial increase in the influence of the University. An improved feedback from employers, practice sites for students (20 sites every year).	2016-2018	Dean, Vice-Deans, Executive Director of the Alumni Association
3.6 COOPERATION WITH GENERAL EDUCATION INSTITUTIONS GOAL: attract gifted high school graduates and build a basis for teaching practice by developing cooperation with general education institutions and by publicising the University's scientific	To organise joint events together with educational institutions, visits to schools, and open door days. To consider a possibility of setting up an Academy of Economics and Management for schoolchildren. To draw up and implement a plan of cooperation with educational institutions (with foreign partners involved).	EXPECTED OUTCOME: the number of the applicants for undergraduate studies stabilises: annual growth of the share of distinguished applicants (school leavers with the highest grades and prize winners in scientific olympiads) by 10%.	2016-2018	Dean, Vice-Dean for Undergraduate Studies, Heads of the Departments, Chair of the Student Union of the EF, VU

achievements.		The Faculty's staff and students visit no less than 10 gymnazia per year.		
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Strategic direction 4: Open and Responsible Community

THE UNIVERSITY GOAL: build and foster a University community that is open to changes and with a strong sense of confidence in, and dedication to, the University

SWEET-SPOT PROJECTS				
University goals	Faculty measures	Measurement indicators	Deadlines	The responsibility of:
<p>4.1 INTERNAL COMMUNICATION SYSTEM</p> <p>GOAL: create and put into practice a clear, transparent, and effective system of internal communication , strengthen the University community's shared sense of identity.</p>	<p>To organise community events outside of the work environment : the New Year, the opening and closing of the academic year events, and other community gatherings.</p> <p>To organise joint meetings of students and the Faculty administration.</p> <p>To discuss the Faculty action plan and the changes in the Faculty and the University with the Heads of the Departments.</p> <p>To expand the informing of the Faculty community about the events on the Faculty's website and elsewhere.</p>	<p>Index of the sense of satisfaction with internal communication system; index of the sense of shared identity among the University community.</p> <p>Once a month, joint meetings of students and the Faculty administration.</p> <p>Once every two months, the discussion of the Faculty action plan implementation with the Heads of the Departments.</p>	2016-2018.	Dean, PR specialist
<p>4.2 TRUST IN THE GOVERNANCE MEMBERS AND LEADERS</p> <p>GOAL: raise the competence level of the University governance members and leaders at different levels; ensure transparency of the income of the Rector's Office members, and prevent conflicts of interests.</p>	<p>To raise the transparency and fairness of the labour accounting and remuneration in the Faculty.</p> <p>To regularly publish a newsletter about the Faculty affairs for the staff and students.</p> <p>The Dean visits each Department and talks to its staff at least once a year.</p>	<p>Index of the academic staff confidence in the University governance members and leaders at different levels; public statements of income and of public and private interests of the Dean and Vice-Deans..</p>	June 2017	Dean
<p>4.3 SERVICES TO THE</p>	To create attractive conditions for scientific	Index of the awareness of	2016-2018.	Dean

<p>UNIVERSITY COMMUNITY</p> <p>GOAL: create attractive work and study conditions by offering staff and students professional help services and recreational opportunities..</p>	<p>and academic work, to optimise the amount of contact hours by leaving time to carry out research.</p> <p>To prepare a feasibility study of employing young academic staff and to develop a young staff employment and adaptation programme.</p> <p>To seek for each teacher to develop professionally by going on a research visit to another university or institution in Lithuania or abroad at least once every 5 years.</p> <p>To regularly organise photo exhibitions by the Faculty students and staff.</p>	<p>services; indices of satisfaction with the work and study conditions.</p> <p>The staff participation in the professional development: at least two trainings per year.</p> <p>A greater share of the staff who participated in the professional development events.</p> <p>Fewer staff members employed outside the University (by one staff member per year).</p>		
<p>4.4 FIRST YEAR STUDENT INTEGRATION WEEK</p> <p>GOAL: enhance the integration of first year students into the academic community by creating and implementing of the first year students' week of integration into University studies.</p>	<p>To develop the conception of the week of first year students' integration into the Faculty studies and a plan of its measures.</p>	<p>INDICES: at least 50% of first year students participating in the events of the integration week; index of the sense of identity with the University and of the involvement in the studies.</p>	<p>June 2017</p>	<p>Vice-Dean for Undergraduate Studies</p>
<p>4.5 ADAPTATION OF NEW EMPLOYEES</p> <p>GOAL: enhance the confidence of the academic and non-academic staff in the University and their efficiency by creating and implementing an adaptation system for new employees.</p>	<p>To attract young promising employees to the Faculty, to make jobs in the Faculty attractive for young promising people.</p> <p>To draw up and implement a plan of the 2nd and the 3rd cycle students' involvement in academic and research activities.</p>	<p>INDICES: index of satisfaction with the impact of the adaptation programme; index of the community confidence in the Faculty.</p> <p>An increase in the number of young researchers (10%.)</p> <p>A larger number of associate professors younger than 40 and professors younger than 50.</p>	<p>2016-2018.</p>	<p>Dean, Heads of the Departments, Vice-Deans for Graduate Studies and Science</p>
VISIONARY PROJECTS				
<p>4.6 INDUSTRY PROFESSOR, INDUSTRY ASSOCIATE PROFESSOR, PROFESSOR</p>	<p>To attract the staff with significant practical experience to teach in the Faculty.</p>	<p>EXPECTED OUTCOME: to involve 10 associate professors and professors in</p>	<p>2016-2018</p>	<p>Dean, Heads of the Departments</p>

<p>STATUS GOAL: introduce new titles for academics in the University and to attract teaching staff with significant practical experience to the University. In order to enhance their motivation, develop high quality standards for academics in line with the appropriate international standards; take measures to implement the status of <i>full professor</i> in conformity with the leading universities of the world.</p>		the Faculty activities.		
<p>4.7 SUPPORT TO UNIVERSITY COMMUNITY MEMBERS WITH SPECIAL NEEDS GOAL: create work and study conditions at the University for students and employees with special needs.</p>	To study the situation of people with disabilities in the Faculty and, if necessary, to take measures to improve it.	EXPECTED OUTCOME: Conditions are created for students with disabilities to study in the Faculty. The academic staff are prepared to work with students with special needs. The Faculty is prepared to employ the staff with disabilities.	2016-2018.	Department for General Affairs
<p>4.8 VOLUNTEERING: GOAL: create favourable conditions for the University community to participate in volunteering activities both within the University and beyond it; promote the idea of a volunteering community.</p>	Lectures of the academic staff and students in the schools finished by them. Participation in the organisation of student scientific conferences and in holding the <i>Mercury Day</i> events. To encourage students to participate in volunteering projects. To implement at least one volunteering project per year in the Faculty.	EXPECTED OUTCOME: The Faculty community is united, socially responsible, and engaged in public life. 5 academics and 20 students every year participate in volunteering projects.	2016-2018	Vice–Dean for Undergraduate Studies, Student Union of EF, VU.

Strategic direction 5: Effective Management

THE UNIVERSITY GOAL: create an effective management system of the University with strong employee confidence and satisfaction.

SWEET-SPOT PROJECTS

University goals	Faculty measures	Measurement indicators	Deadlines	The responsibility of:
<p>5.1 MODERN ORGANISATIONAL STRUCTURE OF THE UNIVERSITY</p> <p>GOAL: adjust the organisational structure of the University to the requirements of strategic governance, increase the accessibility of managerial services for the academic community, reduce the duplication of academic activities and the number of the managerial decision makers in the academic area; increase the critical mass of resources necessary for research excellence.</p>	<p>To develop the Faculty Regulations providing for the reorganisation of its internal structure in compliance with the guidelines of the Strategic Plan of the University and the model regulations.</p> <p>To enhance fundamental and applied research in the Faculty Departments and centres.</p> <p>To consolidate Study Programme Committees and to give them full responsibility for the quality of the study programmes.</p>	<p>Optimal number and functions of core academic units.</p> <p>The Faculty Regulations, developed and approved by the Senate.</p> <p>A larger volume of the Faculty scientific production.</p> <p>More transparent and effective study process organisation.</p>	2016-2018	Dean, Vice-Deans
<p>5.2 REMUNERATION SYSTEM FOR ACADEMIC STAFF</p> <p>GOALS: create a transparent, motivating, and competitive remuneration system for academic staff, related to workload and performance.</p>	To create a remuneration system where the salary would directly depend on the academic workload and research results.	Index of the academic staff satisfaction with their salary structure and incentive scheme.	2017	Dean
<p>5.3 OPTIMISED PROCESS OF PUBLIC PROCUREMENT</p> <p>GOAL: reduce the administrative burden and minimise factors that demotivate the academic community due to complex and long public procurement procedures.</p>	Regular trainings of the responsible Faculty staff on the use of VIPIS (Public Procurement Information System) and other issues of public procurement organisation.	Index of academic staff satisfaction with public procurement procedures.	2017	Department of General Affairs
<p>5.4 FULL COSTING</p> <p>GOAL: identify the actual costs of units and create conditions for</p>	To calculate the Faculty's operating and administrative costs per unit of floor and to plan the measures of optimisation.	Annual reduction of at least 5% of operating and administrative costs per unit of	2017 pradžia	Dean, Department of General Affairs

efficient budgets and incentives for the identification of activities.	To identify the actual costs of the Faculty's Departments and programmes and to create prerequisites for the efficient budget planning.	floor area. Optimal use of the Faculty premises. A developed system of the Faculty's income and expense optimisation.		
5.5 RESTRUCTURING NON-ACADEMIC STAFF MANAGEMENT GOAL: increase the efficiency and transparency of managerial activities by restructuring the selection, evaluation, and remuneration system of non-academic staff.	To evaluate the current administrative system of the Faculty in terms of its activity optimisation.	More efficiently organised research and studies in the Faculty	2017	Dean, Heads of the Departments
VISIONARY PROJECTS				
5.6 E-MANAGEMENT OF THE UNIVERSITY GOAL: reduce the administrative burden and remove the factors that demotivate staff due to excessive paperwork.	Trainings for the administrative staff on work with new systems.	EXPECTED OUTCOME: Full-scale implementation of the document management system that allows one to create, authorise, sign, send, and receive documents merely by e-means..	2017	Dean
5.7 REAL ESTATE PROPERTY MANAGEMENT GOAL: create and implement a record keeping system for real estate property; build up an appropriate team for the management of the system.	Does not apply to the Faculty.	.		