



VU Strategic Plan 2015-2017

VU Strategic Plan for 2018-2020

VU Strategic plan for change: Main strands and priorities

Vilnius
University

- We are old (Founded in **1579**)
- Large (~**21.000** of students)
- Comprehensive...

Conclusion: traditions and
difficult to change 😊



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VU Strategic plan for change: Main strands and priorities

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- But we want to change and be among Europe's leading universities!



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VU Strategic plan focus

1. Innovative research
2. International standards in studies
3. Active partnership
4. Open and responsible community
5. Effective management



Development of VU Strategic plan 2015-2017

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Three steps:

- Scouting program
 - Top EU universities
 - Three areas: studies, research, management
 - Dissemination (presentation, broadcast, report)
- Strategic ideas through open platform
 - Expressing ideas
 - Voting for ideas
 - Discussion
- Strategic sessions – treasure map



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Development of VU Strategic plan 2015-2017

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Strategic sessions – treasure map

- Individual soft interviews with VU top leaders (vision, possibilities, “no chance” areas, use of potential).
- Matrix based on most mentioned accents
- Strategic sessions in groups to purify the matrix



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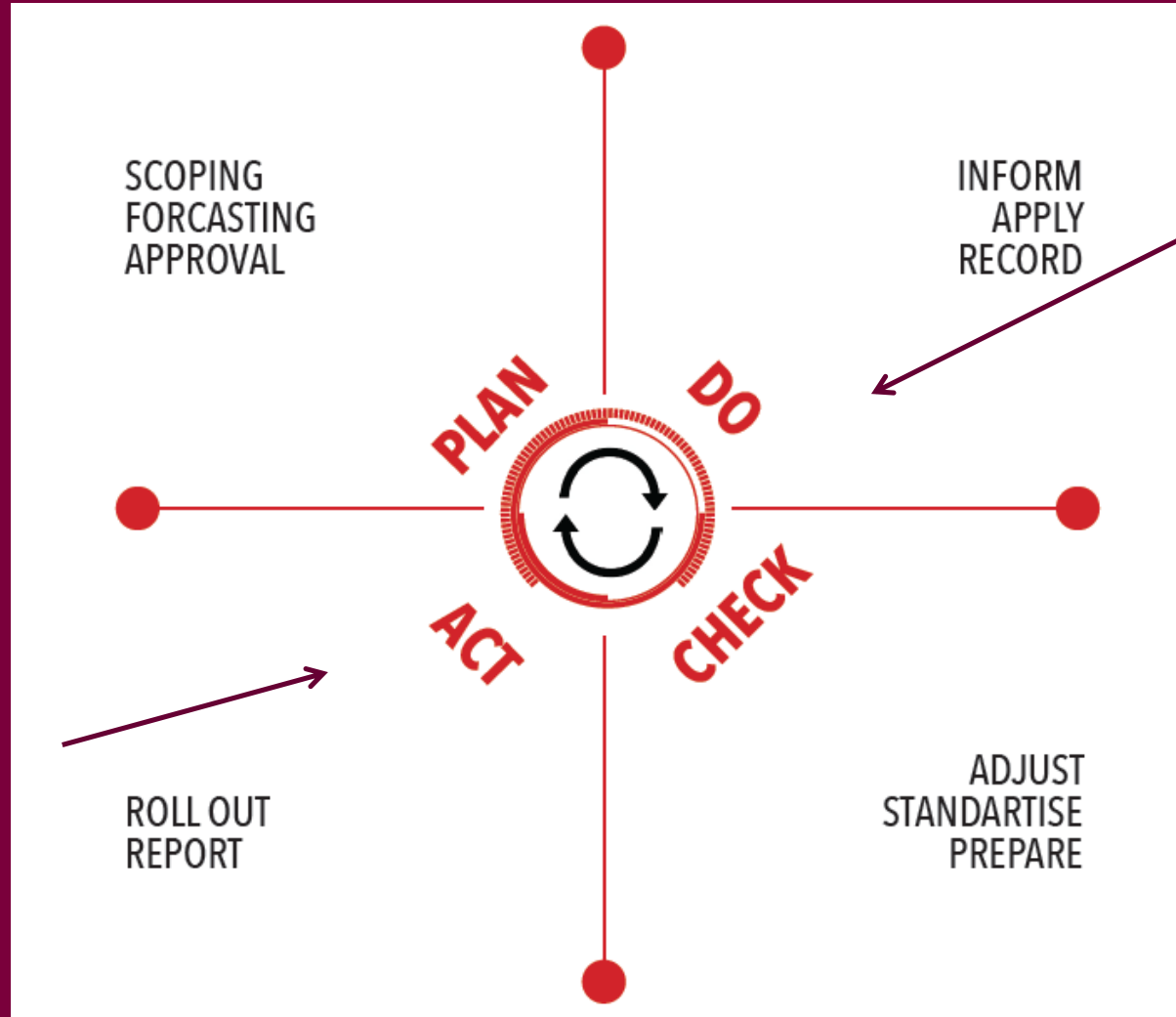
Development of VU Strategic plan 2015-2017

Combination of treasure map and strategic sessions –
outcome:

- Key projects – areas of the strategic plan that are transformed into individual projects and carried out according to project management principles
- Visionary projects – strategic areas with comparatively lower priority, however first steps are taken to prepare the background for the extension of them into key projects in upcoming rounds of strategy implementation.

Deming (PDCA) cycle

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e.g. Pilot cases
with one or two
faculties

Implement it
University wide

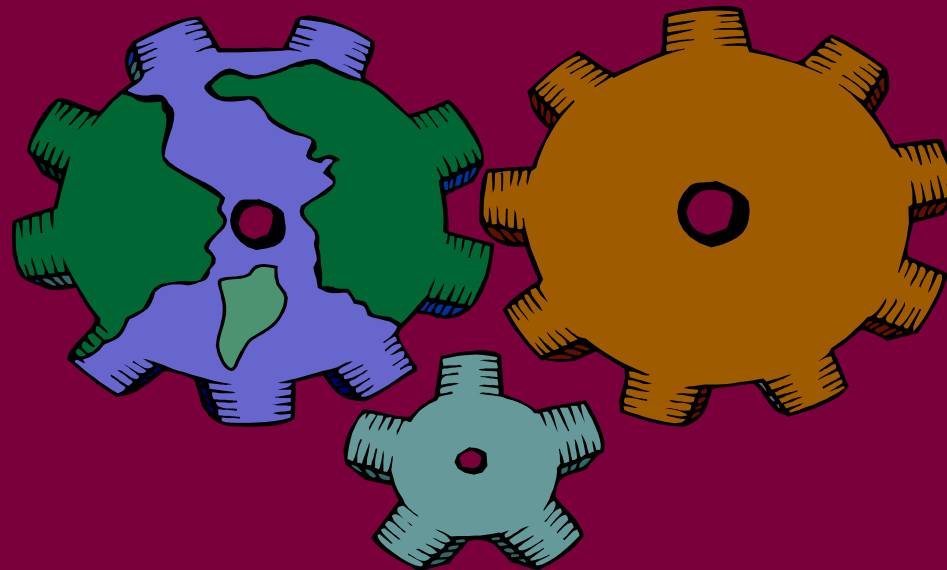
Why Deming's cycle?

Project approach helps allocate resources efficiently and establish clear responsibilities

Partial changes mitigate institutional resistance to change

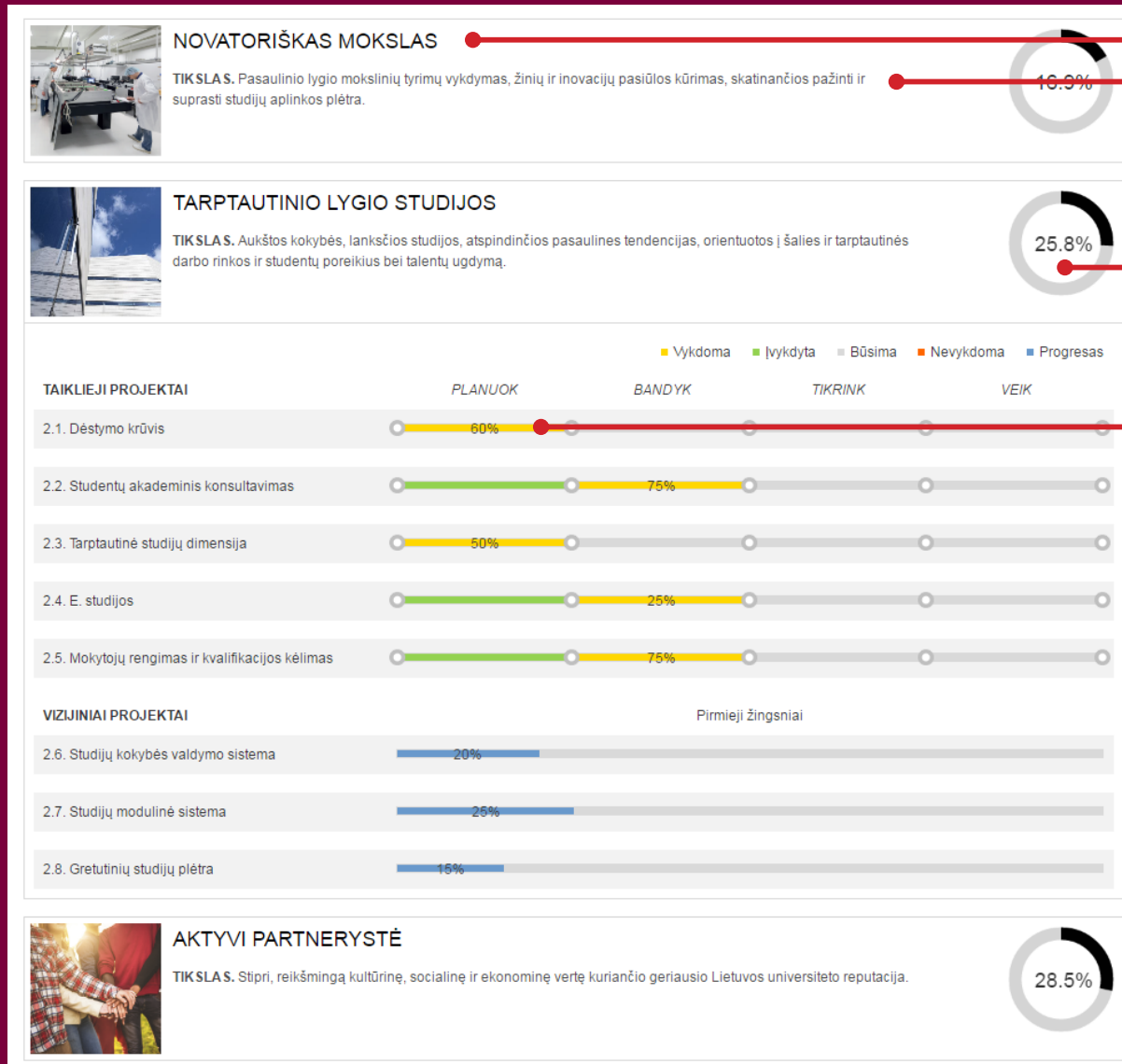
Ability to spread internal best practice

Ability to adapt to global trends before it is too late



Strategic plan scoreboard

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Strategy area

The aim

Overall
progress

Current stage of
the project

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Benefits of strategic plan scoreboard

Publically available

Increases personal commitment

Transparent and open change process

Visual comparison of projects' success



BUT...

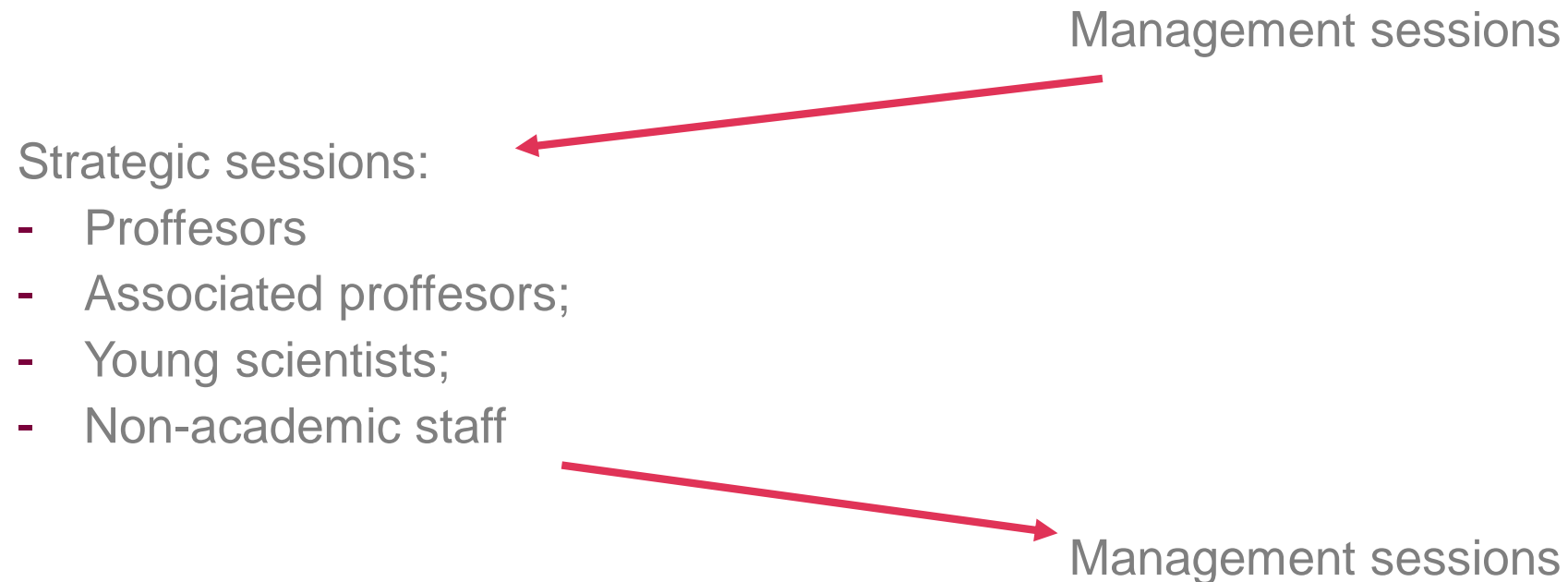
...We had to learn some lessons!

- “Hygiene” vs. Vision
- Number of Projects
- Connection / Inclusion

VU Strategic plan focus

- **European University:** developing research and studies at an international level
- **University Enhancing Lithuania:** enhancing the state's economic, social, and cultural capital
- **University Motivating its Community:** improving working and study conditions

Development of VU Strategic plan 2018-2020



VU Strategic Plan for 2018-2020

Strategic Priorities

Strategic Directions

Performance Indicators

Projects

Conclusively

No apparent end to the presentation, since strategic changes are an ongoing process...



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