



Mykolas Romeris
University

APPROVED
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MYKOLAS ROMERIS UNIVERSITY

2019–2023



Vilnius

RECTOR'S FOREWORD



RECTOR
**PROF. DR.
INGA ŽALĖNIENĖ**

The years from 2019 to 2023 were a significant period of development for Mykolas Romeris University. We have moved forward at an extremely fast pace, working hard to ensure that MRU – the youngest state university in Lithuania – is firmly on a par with universities that have grown over decades and even centuries in terms of the results of social science studies and research.

When modelling the university development strategy for this period, we could not have foreseen that we would not only experience the impact of a complex demographic situation and uneven social development, but also the rapid development of technology, artificial intelligence, the changing expectations of the state and society and related transformations of higher education. We have also experienced global crises, some of which have never been faced before: the COVID-19 pandemic, geopolitical tensions, wars, the refugee crisis, and the impact of energy price hikes and inflation.

From the very first days of the war in Ukraine, a tragedy to which we have been particularly sensitive, the MRU community has been wholeheartedly involved in providing support. We have established an effective support system and are sharing facilities and expertise with the Gravititas Schola gymnasium community displaced from Ukraine. MRU's cultural life has been enriched by the MRU Grand Duchy of Lithuania (MRU LDK) Orchestra, where Belarusians and Ukrainians, who have fled dictatorships and aggression, play together with Lithuanians. The MRU Senate has declared 2023 as the Year of Freedom of Ukraine, and has established a special award – the Badge of Honour for Aid to Ukraine. The first recipients of these awards were Žaneta Simanavičienė, professor at the MRU Public Security Academy and head of the Sustainable Innovation Laboratory, and Alvydas Medalinskas, associate professor at the Institute of Management and Political Science.

MRU's contribution to the mission of social responsibility has also been recognised in the international academic community: MRU's support for Ukraine was selected among the best examples in an Observatory Magna Charta Universitatum research project entitled "The Responsible and Responsive University". Based on the practices of MRU and six other selected universities, a scientific concept for a third university mission is being developed, which will be shared among the 975 universities from 94 countries in the Observatory Magna Charta Universitatum network. This project covers sustainable development goals such as reducing poverty, hunger and inequality, and fostering quality education, sustainable cities and communities, peace, justice and strong institutions.

In 2021, my signature affirmed MRU's commitment to the principles, values and responsibilities enshrined in the renewed Magna Charta Universitatum, which strengthens the role of universities in preserving the planet and promoting peace, prosperity and education worldwide.

We can be proud that the MRU community is guided by shared values, and that the challenges we have faced have brought us together to find solutions that have made us more resilient and prepared for the challenges of the future.

Today, MRU is a modern, contemporary, dynamic university specialising in the social sciences and humanities, which develops competences necessary for a successful professional career, conducts high-level research relevant to society, and creates innovations. Last year, MRU was accredited by international experts for a maximum period of 7 years; we were ranked highly in the Comparative Science Assessment, and more than half of our fields of study were accredited with either good or excellent results.

We have actively participated in public discourse on relevant issues of human rights, domestic and international politics, economics, and education, provided expert opinions to the Seimas and the Government, strengthened cooperation with social partners, and mobilised the MRU alumni network in Lithuania and abroad. We can be proud that MRU alumni – whether working in the Seimas, the Government, the courts and other law enforcement institutions, local government, Lithuanian and international business enterprises, educational and cultural institutions, or non-governmental organisations – make a significant contribution to the progress of our country and society.

The traditional events initiated by MRU – such as the National Legal Knowledge Olympiad, the Voice of Lithuanian Children, the competition for the most active communities in Lithuania, the Celebration of Scientific Thought, and many other events that involve the general public – are the university's contribution to strengthening civic citizenship and democracy in Lithuania. By actively participating in the life of the society and the state, as well as in international activities, we continue the historical tradition of Prof. Mykolas Römeris – the founder of the science of constitutional law in Lithuania, a statesman and an educator – and pass it on to the younger generation.

The scientific, educational and social activities of the members of our community have been highly appreciated many times.

Commemorating the occasion of the 30th anniversary of the conclusion of the Treaty between the Republic of Lithuania and the Russian Soviet Federative Socialist Republic on the Foundations of Interstate Relations on 29 July 1991, Gitanas Nausėda, president of the Republic of Lithuania, awarded the Grand Cross of the Commander of the Order of Vytautas the Great to the members of an MRU delegation for their significant contribution. This delegation included Egidijus Jarašiūnas, affiliated professor and the president of the MRU Council, and Vytautas Sinkevičius, professor at the MRU Institute of Public Law. People with extensive experience in public service who pass on their knowledge and moral values to the younger generation are an invaluable asset of our university.

In 2023, on the occasion of the 20th anniversary of the adoption of the Equal Opportunities Act, I had the honour of accepting the gratitude shown to university for its important and historically significant contribution to the achievement of equal opportunities in Lithuanian society. Acknowledgements were also made to Professor Toma Birmontienė, Professor Danutė Jočienė and Partner Professor Edita Žiobienė, who have made significant contributions to the implementation of equal opportunities in Lithuania.

We have developed sports and arts activities, creating a supportive environment for self-expression and all-round personal development on the MRU campus while celebrating the achievements of our athletes, arts teams and, most importantly, the growing involvement of our students and staff.

MRU has developed transnational, meaningful international partnerships in the fields of science, studies and their impact on society, and is a member of a number of important international associations and thematic academic networks. This has enabled us to bring the most advanced global practices and approaches into teaching, research, innovation and social impact activities, transposing them into community settings and contributing to the development of a more inclusive, equitable and sustainable community and society.

Our achievements are reflected in international rankings, and MRU is a strong leader among Lithuanian higher education institutions in the field of law. According to the QS World University Rankings by Subject 2023, MRU ranks among the world's top universities in the field of law, with a position between 200 and 250th place.

The prestigious Times Higher Education world university ranking, assessing higher education institutions with the greatest impact on sustainable development, has recognised MRU as one of the world's most influential universities in the areas of quality education, sustainable cities and communities, peace, justice and strong institutions, and partnerships for achieving the Sustainable Development Goals. In this ranking, MRU placed between 301 and 400.

In 2023, MRU was ranked for the first time by the QS World University Rankings: Sustainability, achieving a ranking of 268th in Europe and 637th worldwide. The highest-ranked areas included environmental research and studies, equal opportunities, educational impact, health and well-being, and university governance.

The UI Greenmetric international university sustainability rating agency assessed MRU's sustainability performance for the third time, ranking MRU 547th in 2023. MRU's environmental and social impact was found to be the highest in areas such as research and studies, energy and climate change, and waste management.

However, it is not the rankings that matter the most, but the university's ability to boldly take on the new challenges posed to society by the impact of new technologies and artificial intelligence. Our reality and even our thinking are being revolutionised by the infosphere, where people share a global environment filled with information. Our academic community has embraced this challenge and the opportunities that it provides for new breakthroughs in study and research, and has repeatedly taken the lead in initiating innovations.

The work of the university's Centre for Legal Technologies was a significant precondition for the establishment of a UNESCO Chair on Artificial Intelligence, Emerging Technologies and Innovations for Society. Additionally, cooperation with Australia's RMIT University has grown to include the establishment of a joint Cyber Security Research Centre. These are just a few examples of the progress we have made since becoming perhaps the first university in Lithuania to establish social innovation laboratories, where international interdisciplinary teams of researchers are now successfully collaborating and conducting unique research.

MRU has firmly integrated into the competitive European and global higher education landscape. By 2023, 13.25% of our cohort were international students from more than 45 countries, and the number of study programmes taught in English had increased from 17 (2019) to 30 (2023). We have developed and further strengthened our joint and double-degree programmes, with two Erasmus Mundus joint-degree programmes now offered.

By diversifying our sources of income, we have significantly increased our portfolio of national and international studies and research projects and established an effective research support system (with almost 100 successful projects each year). We have started the intensive development of the Lifelong Learning system, introducing the first certified programmes and micro-credentials to the market.

In 2023, MRU became a full member of the European Reform University Alliance (ERUA). This not only serves as recognition of MRU's achievements, but also represents a new opportunity to contribute to Europe-wide changes by pooling the potential of the Alliance partners.

We have also joined the state-sponsored University Excellence initiative, which aims to improve the quality of research, and have established and developed a Research Promotion Fund.

The growing scientific potential of MRU is reflected in the monographs and publications of our staff in renowned international scientific journals, as well as the high citation indexes of MRU scientists. To mention just a few figures, as of 2019, the number of MRU scientific publications in the Web of Science database has increased by 59%, and the number of citations has increased by 129%. Moreover, the number of scientific publications in the Scopus database has increased by 168%, and the number of citations has increased by 77%. Prof. Paulo Pereira, head of the MRU Environmental Management Research Laboratory, is one of the world's most frequently cited scientists, and has been listed among the world's top 2% of scientists in environmental sciences by Elsevier/Stanford University in 2022.

The number of foreign nationals in doctoral studies has climbed to represent 15.25% of the total number of doctoral students, and the first three Doctor Europaeus certificates have been awarded at MRU. The value of contracts for training and other expert services has also increased by 88%.

MRU's authority and visibility in the national and international arena was enhanced by: the 2023 27th World Congress for Medical Law, organised by the World Association for Medical Law (WAML); the Lithuanian Psychologists Congress; and a number of international scientific conferences (CEPOL Research & Science Conference, 34th JURIX International Conference on Legal Knowledge and Information Systems, 11th Annual International Scientific Conference on Social Innovations (SOCIN'22), etc.). In 2022, MRU awarded the titles of Doctor Honoris Causa to Dr. iur. h.c. Egils Levits, former president of Latvia, and Prof. Dr. Pam Fredman, former president of the International Association of Universities.

On 11 July, 2023, Republic of Korea's First Lady Kim Keon Hee, who visited Lithuania for the first time, was welcomed at MRU, where she met with students of MRU's King Sejong Institute (KSI Vilnius). The KSI Vilnius was acknowledged as one of the top three institutes in the Europe, Middle East and Africa region in 2021, and received an Excellence Award.

Most importantly, the ability to embrace change in a timely manner, flexibility, the diversification of income sources, and the systematic modelling of activities in the context of intense competition among higher education institutions and under decreasing flows of student funding have already become a strength of our university community. We are able to contribute to the accelerated progress of Lithuanian society so that it may evenly cover not only the capital and other major cities, but also the regions. To this end, we have developed cooperation with Lithuanian municipalities and have submitted our intention to the Government to participate in a project consolidating the Marijampolė Higher Education Institution.

A strong university is built by a strong community, which is why we have consistently fostered an inclusive and creative academic atmosphere and worked together to build a sustainable MRU campus. To this end, we have established a Community Wellbeing Centre, the benefits of which are already evident in its effective operation. As part of the implementation of the vision of a sustainable university, we established a Sustainability Unit in the Community Wellbeing Centre. The investment project "A Sustainable Environment for the Community" is gathering momentum and is well positioned for the reconstruction of student dormitories and educational buildings in Vilnius and Kaunas over the next 5 years. We have modelled and adopted a transparent and fair remuneration system for staff and have consistently increased staff salaries.

I would like to sincerely thank each and every member of the MRU community for their contribution to the success of the university, the rapid development of which over the last 5 years is reflected in the facts and figures published in this report. Together, we have laid the foundations for the future and begun to model a new strategy for the university for 2024–2029. We have also agreed on overarching goals for the next phase of MRU's development: to develop quality studies of the highest international standards, to strengthen international value-creating research, to continue to foster an inclusive academic community on modern and sustainable MRU campuses, and to promote sustainable societal progress based on innovative science.

I am confident that in 5 years' time the mature, responsible community of Mykolas Romeris University, which is well aware of the current issues and sees the prospects for the future, will once again be able to be proud of its work, its achievements, and most importantly its university.

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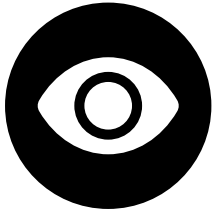
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KEY FACTS ABOUT US

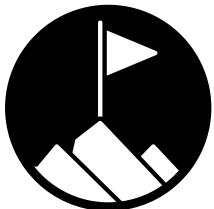
PAGRINDINIAI FAKTAI APIE MUS:

We are the largest social sciences university in Lithuania, providing studies for a quality life in a time of rapidly changing professional needs and challenges.



THE VISION OF THE UNIVERSITY

An open, progressive, driven and cohesive academic community, a leader in the social sciences in the European Higher Education Area.



THE MISSION OF THE UNIVERSITY

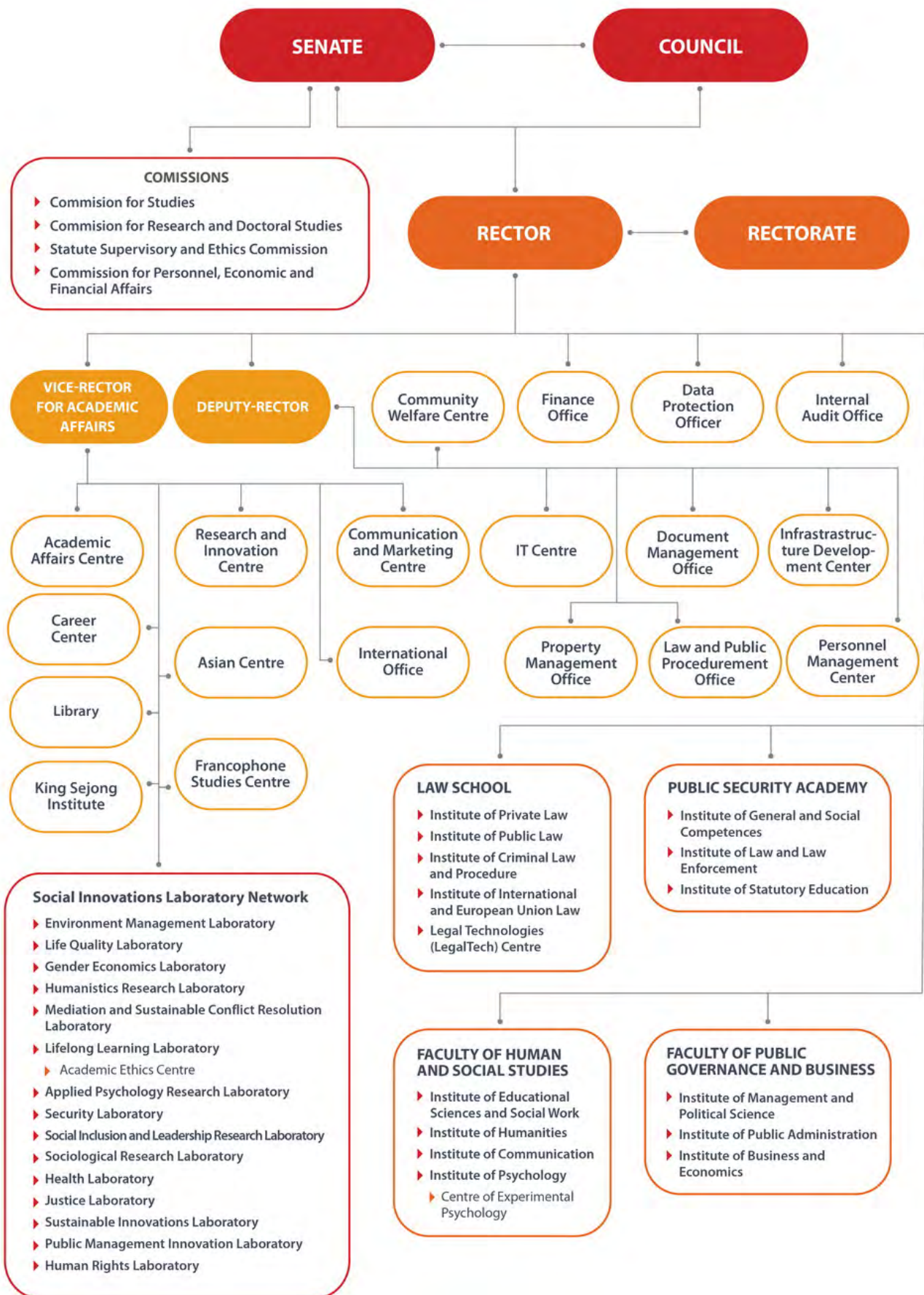
To strengthen the democratic state of Lithuania, to promote the harmonious progress of society based on innovative science, to foster free, creative, responsible, critical thinkers and lifelong learners, to open pathways to personal and professional success for every member of our community.



OUR IDENTITY

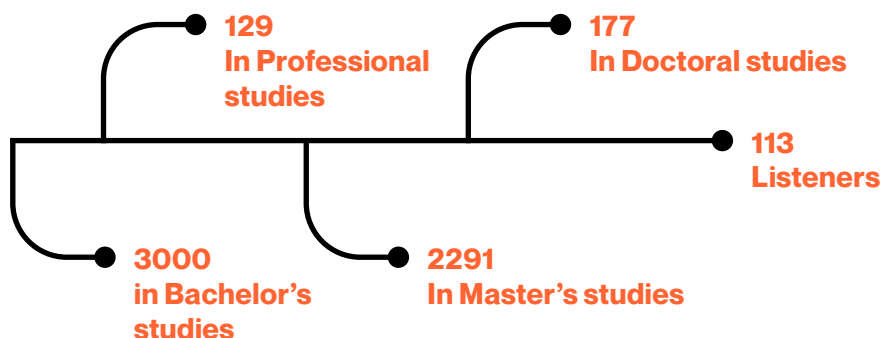
A dynamic and international university for people, society and the state.

ORGANIZATIONAL STRUCTURE OF MYKOLAS ROMERIS UNIVERSITY



MRU 2023 KEY FIGURES

5710
STUDENTS AND LISTENERS ARE STUDYING AT UNIVERSITY



3000
IN BACHELOR'S STUDIES



OF THEM, 1151 ARE IN STATE-FUNDED STUDIES

2291
IN MASTER'S STUDIES



OF THESE, 880 ARE IN STATE-FUNDED STUDIES

129
IN PROFESSIONAL STUDIES



OF THESE, 36 ARE IN STATE-FUNDED STUDIES

177
IN DOCTORAL STUDIES



OF THESE, 169 ARE IN STATE-FUNDED STUDIES

TOTAL STUDENTS: 5597



OF WHOM 2226 ARE IN STATE-FUNDED STUDIES



OF WHOM, 757 (13.25%) ARE INTERNATIONAL DEGREE-SEEKING STUDENTS

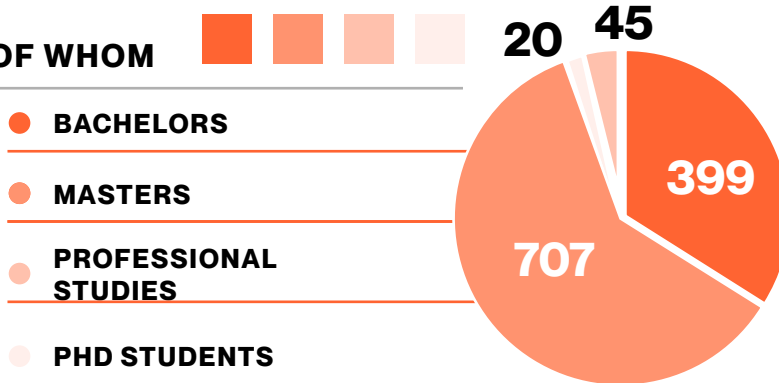
MRU 2023 KEY FIGURES



1171
ALUMNI



OF WHOM



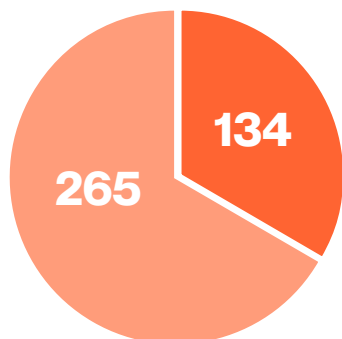
>48 000

ALUMNI
COMMUNITY

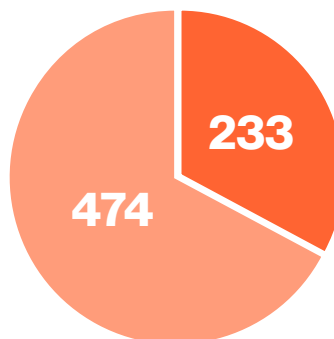
STATE FUNDED

NOT FUNDED BY THE STATE

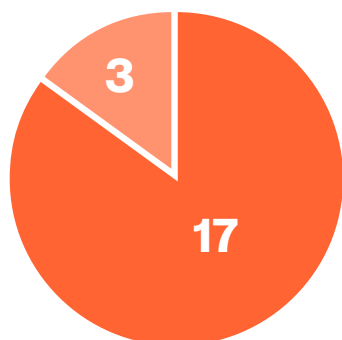
**399 BACHELORS
OF WHOM:**



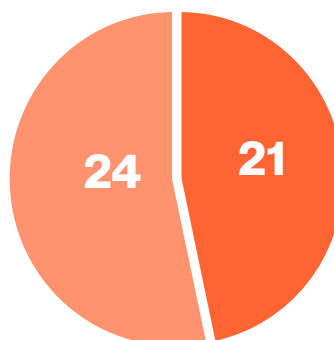
**707 MASTERS
OF WHOM:**



**20 DOCTORAL STUDENTS
OF WHOM:**



**45 IN PROFESSIONAL
STUDIES OF WHOM:**



MAIN 2023 MRU NUMBERS:

442 TEACHERS AND RESEARCH WORKERS



59%
OF WOMEN



41%
OF MEN



70%
WITH DOCTOR'S DEGREE



47
THE AVERAGE AGE OF TEACHERS AND RESEARCH STAFF

234 ADMINISTRATION AND OTHER EMPLOYEES



65%
OF WOMEN



35%
OF MEN



**ADVANCED SCIENCE
GENERATING SOCIAL
INNOVATION**

ADVANCED SCIENCE GENERATING SOCIAL INNOVATION

As declared in the Lithuania 2050 State Progress Strategy, in order to become leaders, it is important to “stimulate people’s creativity and knowledge, and to manage innovations in a way that they become the basis for international value chains”. As a specialised university of the social sciences and humanities, MRU conducts disciplinary and interdisciplinary fundamental and applied research in the social sciences and humanities, as well as participating in international and national projects in accordance with the strategy of MRU and the approved research programmes. MRU aims: to strengthen the democratic state of Lithuania; to promote the socially harmonious progress of society based on innovative science; to educate independent, creative, responsible, critical thinkers and lifelong learners; and to open pathways to personal and professional success for every member of the community. All of these actions will ensure that MRU remains at an internationally recognised level that is essential for innovation and maintains the ability to adapt to changing social and economic needs.

Interdisciplinary, intersectoral, and multidimensional research is entrenched in the portfolio of MRU projects that attract state budget funding as well as various international funds. In addition to academic departments, scientific projects and research are implemented in the MRU LAB network of social innovation laboratories, which unites 15 laboratories. Interdisciplinary groups of scientists, researchers, students and other stakeholders working in laboratories implement scientific programmes and create an ecosystem based on high-level knowledge, the latest technologies, cooperation between science, business, public authorities and society, and networked management. Strategically, MRU has always been focused on international projects. During the reporting period, a steady increase in internationally implemented projects was recorded, including nine H2020 and Horizon Europe projects (in contrast, three such projects were successfully implemented in the previous 5-year reporting period). International projects within the framework of the Cybersecurity Skills Alliance, Norwegian Fund for Regional Cooperation, European Commission Justice and other programmes were coordinated. Moreover, MRU is currently implementing one Erasmus Mundus project and coordinating another. The university’s teams of researchers have successfully integrated into the Digital Europe programme, which is a new EU funding programme for the application of digital technologies to businesses, citizens and public administrations. Together with partners, the university has begun to implement two such projects.

The university strives for internationally significant, high-quality science that has a significant socio-economic impact on society. To promote these activities, the Research Promotion Fund was created in 2020. The aim is to increase the number of entries in international peer-reviewed publications, prioritising well-established publishers or periodicals recognised by the international academic community that are included in the Web of Science and Scopus databases, and to improve the citation rates of MRU scientists and researchers.

The results of the annual evaluation of the activities of science (and art) carried out by the Research Council of Lithuania show that MRU is systematically improving its position in the field of social sciences. For the fifth year in a row, the university finds itself in the top three universities in the field of social sciences in Lithuania. As a result of the 2018–2022 comparative assessment of research activities organised in 2023, the university’s overall weighted assessment of the quality of its R&D activities in the fields of social sciences and the humanities increased from 2.9 to 3.2 points. The university has also increased funding opportunities for young researchers. Doctoral students can apply for funding from the Research Promotion Fund, and there are two types of one-off scholarships for doctoral students.

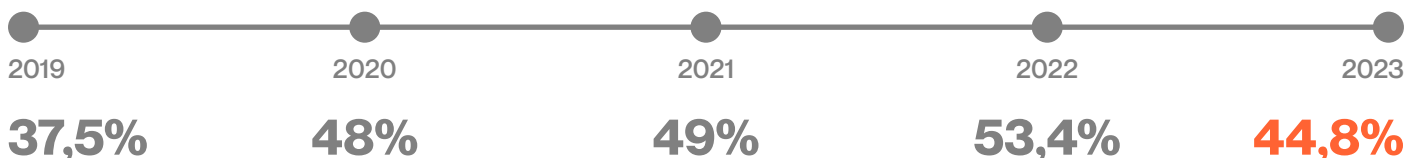
Over the past 5 years, the international profile of doctoral studies has grown, and an ever-increasing number of international students choose MRU to pursue a doctoral degree. The share of international students in doctoral studies has increased to 15.25%, and 9 cotutelle agreements were concluded in the reporting period. In 2023, the first three European Doctorate (Doctor Europaeus) certificates were issued.

The value of outsourcing contracts and the amount of competency development training organised by the university have increased over the last 5 years. During these 5 years the number of training courses ranging from 4 to 162 academic hours increased by ~2.5 times, and the total annual value of outsourcing contracts increased by ~3.5 times.

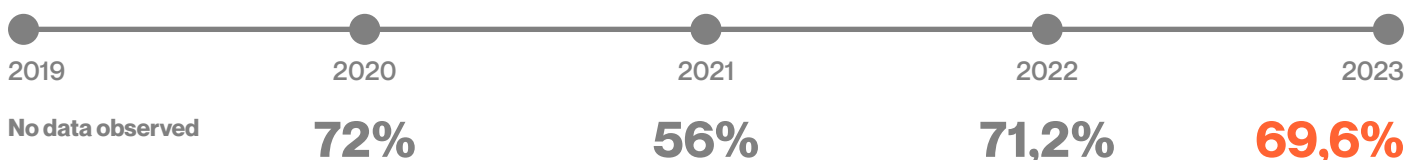
FUNDAMENTAL ACHIEVEMENTS AND CHANGES IN 2019–2023

1. THE UNIVERSITY HAS JOINED THE STATE-SPONSORED UNIVERSITY EXCELLENCE INITIATIVE, THE PURPOSE OF WHICH IS TO IMPROVE THE QUALITY OF RESEARCH ACTIVITIES.
2. SINCE 2019, THE NUMBER OF MRU SCIENTIFIC PUBLICATIONS IN THE WEB OF SCIENCE DATABASE HAS INCREASED BY 59%, AND THE NUMBER OF CITATIONS HAS INCREASED BY 129%, WHILE THE NUMBER OF PUBLICATIONS IN THE SCOPUS DATABASE HAS INCREASED BY 77% AND CITATIONS HAVE INCREASED BY 168%.
3. THE NUMBER OF INTERNATIONAL DOCTORAL STUDENTS HAS REACHED 15.25% OF THE TOTAL AMOUNT.
4. THE EUROPEAN DOCTORATE (DOCTOR EUROPAEUS) WAS INTRODUCED AND THE FIRST THREE CERTIFICATES HAVE BEEN ISSUED.
5. THE VALUE OF CONTRACTS FOR TRAINING AND OTHER EXPERT SERVICES HAS INCREASED BY 88%.
6. A STABLE PROJECT SUCCESS RATE OF OVER 30% HAS BEEN ACHIEVED.
7. THE RESEARCH PROMOTION FUND HAS BEEN ESTABLISHED AND DEVELOPED.

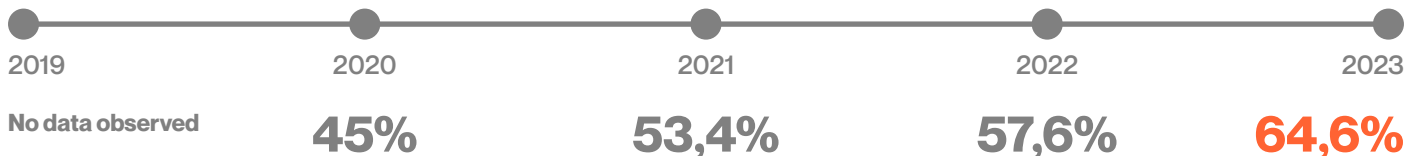
Since 2019, the share of MRU research articles in the Web of Science and/or Scopus databases in the total number of peer-reviewed research articles has increased by 19.47%.



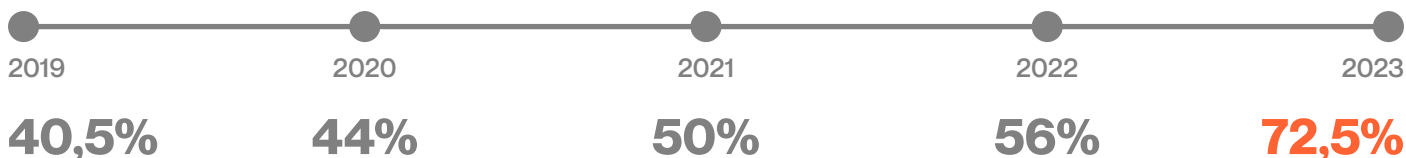
In 2023, 69.6% of all MRU research articles included in the Web of Science and/or Scopus databases were published in Q1 and Q2 journals. In the 2019–2023 period, the average share of MRU research articles included in the Q1 and Q2 journals of the Web of Science and/or Scopus databases in the total number of articles included in these databases was 67.2%.



In 2023, the share of the total number of MRU research articles included in the Web of Science and/or Scopus databases that were published in subject-specific journals increased to 64.6%. This indicator has increased by 43.56% over the last 5 years.



In 2023, the share of MRU monographs and chapters published by internationally recognised scientific publishing houses amounted to 72.5%. This indicator has increased by 79.01% since 2019.



Citation growth for peer-reviewed articles in the Web of Science and/or Scopus databases has increased steadily from 2019 to 2023, having seen a 19% increase in 2023, and having grown by 2.5 times in the reporting period since 2019.



During the reporting period, MRU published 8 scientific journals, 2 of which were included in the Scopus database. The MRU journals indexed in Q1–Q4 in Scopus are Public Policy and Administration, International Comparative Jurisprudence and Intellectual Economics.

<http://vpa.mruni.eu>

<http://icj.mruni.eu>

<http://intellectual-economics.mruni.eu>

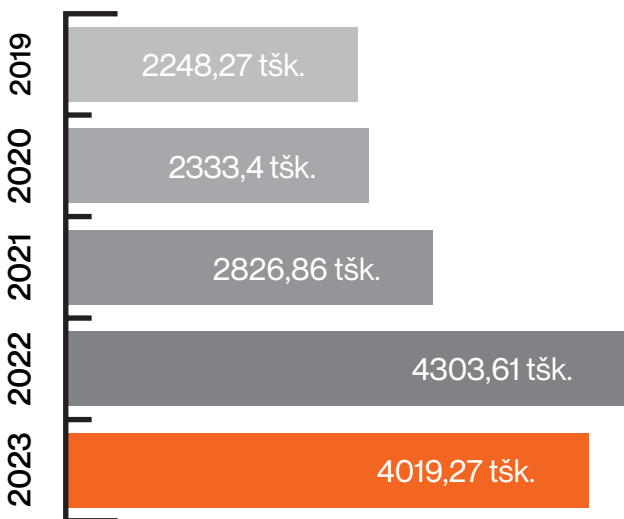
VIEŠOJI
POLITIKA IR
ADMINISTRAVIMAS

INTERNATIONAL
COMPARATIVE
JURISPRUDENCE

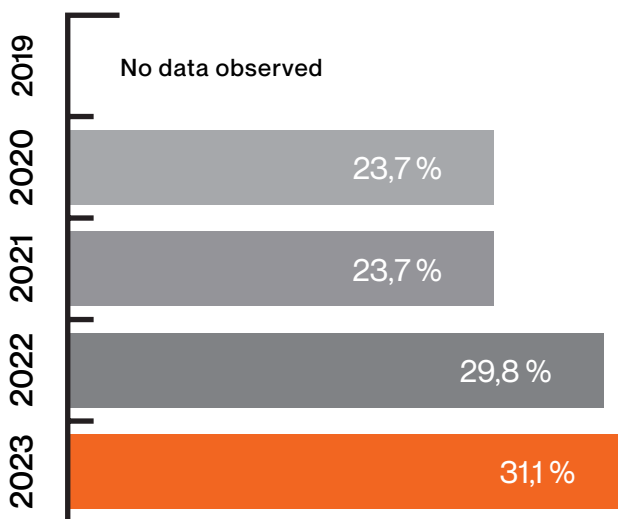
INTELEKTINĖ
EKONOMIKA



The weighted sum of points for social science and humanities research articles almost doubled over the 5-year reporting period, from 2,248.27 to 4,019.27 points.



The proportion of members on the international editorial boards of scientific journals included in the Web of Science and/or Scopus databases in 2023 was 31.1% of all members. This indicator remained stable year on year, although an increase of 31.2% was observed between 2020 and 2023.

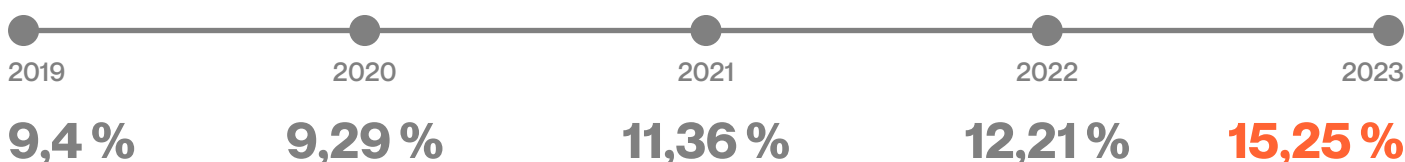


Numbers of doctoral students

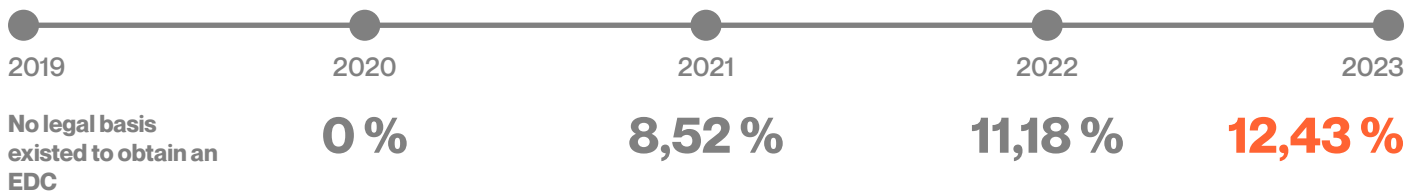
There has been a significant increase in the number of international doctoral students: in 2023, international students accounted for 15.25% of all doctoral students – an increase of almost 6% compared to 2019.

	2019	2020	2021	2022	2023
Total number of doctoral students	188	183	176	172	177
Admitted doctoral students	26	24	24	23	27
Graduate doctoral students	16	19	16	19	20

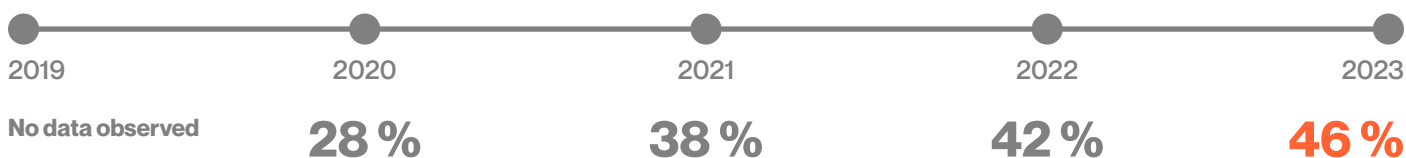
Share of international doctoral students



In 2019, the possibility of pursuing a European doctorate was introduced. In 2023, 12.43% of doctoral students were seeking a European doctorate certificate. Compared to 2021, this number has increased by almost 4%. In 2023, the first three certificates were issued.

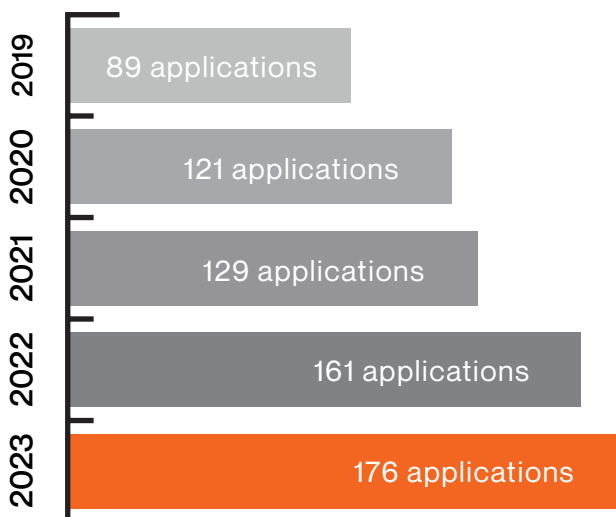
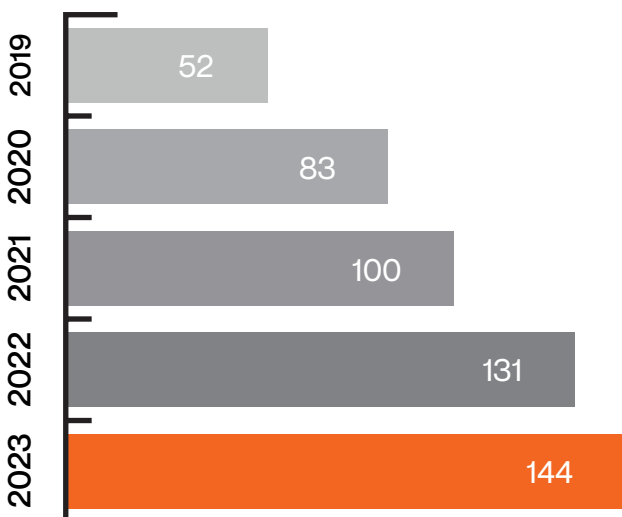


In 2023, the percentage of projects with a high international dimension (coordinated projects, projects leading work packages, etc.) of the total number of international projects was 46%. When comparing 2020 and 2023, this indicator has increased by 65%.

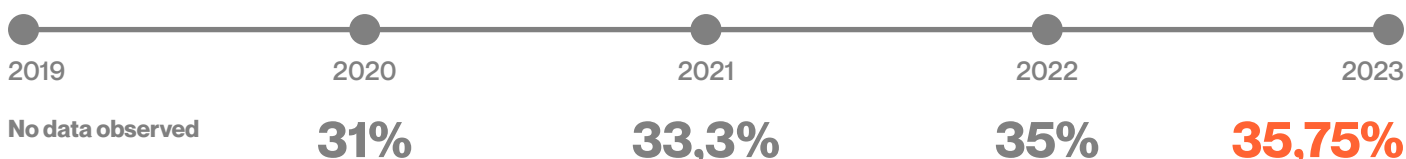


In 2023, the number of implemented projects increased from 131 to 144. When comparing 2019 and 2023, the number of implemented projects has increased by 176%.

The number of submitted project applications increased by 9.3% in 2023. Since 2019, the number of the applications has increased by almost 50%.



In 2023, the success rate of national and international project applications increased to 35.75%. Since 2020, this indicator has increased by 15.32%.

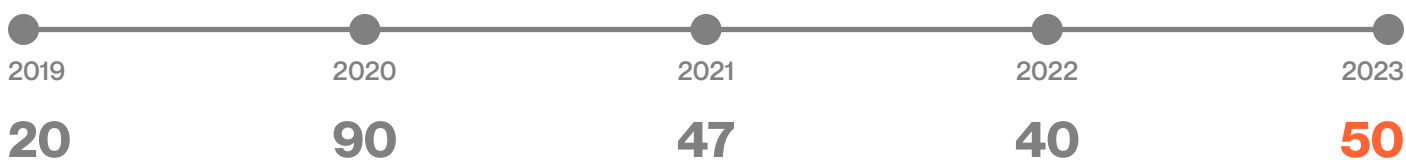


In 2023, the value of contracts from expert activities and training services grew by 88%. When comparing 2019 and 2023, this indicator increased by a factor of more than 3.5.

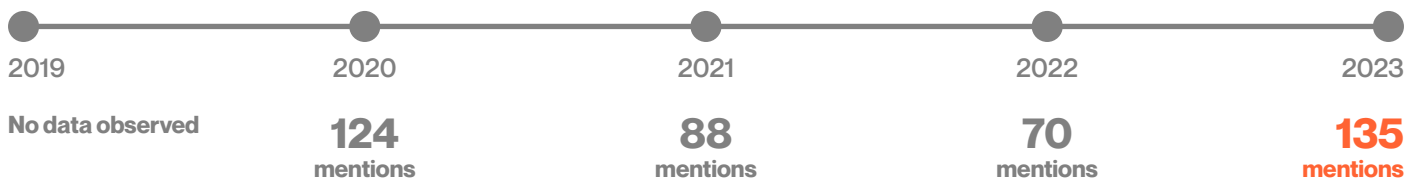


In 2023, 50 publications on science popularisation were registered in the Lithuanian Academic Electronic Library Information System (eLABa). Although the registration of science popularisation publications in eLABa has changed dynamically over the last 5 years, it is now 2.5 times higher than it was in 2019.

The number of publications based on eLABa data as of 31 January 2024:



In 2023, 135 public mentions of scientific output and achievements were recorded – an increase of 93%. Although this indicator has changed dynamically over the last 4 years, it is now 8.9% higher than in 2020.



International scientific events

Over the last 5 years, the number of international scientific events at MRU has remained fairly stable year on year (a slight drop in the number of events was recorded in 2021). It is worth noting that in 2020 the number of events was not significantly affected by the COVID-19 pandemic. International scientific events in 2019–2023 included Plagiarism Across Europe and Beyond, Sustainability in the Face of the Global Crisis (SOCIN 2020), the JURIX World Law and Technology Conference (2021), the Bridges4Freedom World Congress (2021), 70 Years of the European Convention on Human Rights and Fundamental Freedoms: Challenges and Prospects, the INADR World Mediation Congress 2021, SOCIN'22, Changes in the Classification of the Professions and the Impact of the Dynamics of Professions on Socio-Economic Factors (PROCESS2023), the World Medical Law Congress (2023), Battlefield Ukraine: Exploring War and Justice (2023), and Freedom of Conscience in Time of Global (In)Security (2023). In the last 5 years, the university has organised 85 international scientific events.



**INTERNATIONAL STUDIES
THAT RESPOND TO THE
NEEDS OF THE GLOBAL
MARKET**

The development of studies at the university is associated with the long-term needs of the Lithuanian state, society and the labour market. The relevance of the content of studies and the adaptation of studies to distance learning is a priority of the university's activities in order to achieve a leading position in the training of the most highly qualified professionals in the field of social sciences. Studies focused on the student's personal success and citizenship education are inseparable from technological progress and opportunities for international mobility, the integration of international teachers at the highest level, joint studies with students from different countries and other factors that help to prepare open-minded, tolerant, creative graduates who are perfectly prepared for challenges and work. The updated content of study programmes, academic exchanges, and integrated international mobility (for studies or practice) must become a systematic element of study at the university, which, even under adverse conditions (e.g., during the COVID-19 pandemic), would be implemented in a blended or remote way. The university promotes the implementation of international study programmes implemented together with foreign partners. These programmes provide students with more opportunities to acquire relevant competencies and more successfully enter the national and international labour market.

The university responds to the need for lifelong learning not only by offering learning (study) activities of differing lengths and forms to different groups of learners, as MRU also provides various services to members of the public: professional training, outsourced research, expert consultations, and training in foreign languages. To this end, the university cooperates with various Lithuanian and foreign public and private sector institutions, improves the www.mokymulab.eu platform for the sale of training and outsourced research and meets the growing need for short-term learning.

In response to the willingness of working persons to study, the university offers flexible forms of study to groups of economically or geographically excluded, working or older persons, and seeks to create opportunities for the recognition of non-formal competencies acquired in work activities, thereby shortening the study process and increasing both the attractiveness of studies and the possibilities to study for persons who have already acquired higher education. The university seeks to better understand and respond to the needs of students with disabilities in order to take care of the adaptation or improvement of the study environment to one that meets their needs.

The university is developing a system of cooperation with alumni, involving alumni in the university's study activities and continuing education. At the end of 2022, the integration of the MRU mentoring programme into the mentoring platform was launched.

FUNDAMENTAL ACHIEVEMENTS AND CHANGES IN 2019–2023

1. THE AVERAGE EMPLOYMENT RATE OF UNIVERSITY GRADUATES 1 YEAR AFTER GRADUATION GREW FROM 68.8% IN 2018 TO 79.7% IN 2022.
2. OVER RECENT YEARS, THERE HAS BEEN A PARTICULARLY RAPID GROWTH IN THE NUMBER OF STUDY PROGRAMMES IN WHICH EXPERIENTIAL LEARNING/TRAINING HAS BEEN IMPLEMENTED, FROM 5% IN 2020 TO 76% IN 2023.
3. THE APPLICATION OF BLENDED LEARNING IN STUDY PROGRAMMES HAS INCREASED FROM 15% IN 2020 TO 52% IN 2023.
4. FROM 2019 TO 2023, A TOTAL OF 17 NEW STUDY PROGRAMMES WERE ACCREDITED (OF WHICH 1 IS A JOINT DEGREE) AND 16 NEW SPECIALISATIONS WERE APPROVED.
5. A TOTAL OF 8 STUDY FIELDS WERE ACCREDITED FOR A MAXIMUM PERIOD OF 7 YEARS; THE FIRST CYCLE OF ONE STUDY FIELD WAS ACCREDITED FOR 3 YEARS.
6. THE PORTFOLIO OF STUDY PROGRAMMES HAS BEEN OPTIMISED BY REDUCING ONGOING STUDY PROGRAMMES IN BOTH FIRST AND SECOND CYCLES FROM 81 IN 2019 TO 67 IN 2023. THE NUMBER OF STUDY PROGRAMMES IN ENGLISH WITHIN THE STUDY PORTFOLIO HAS INCREASED FROM 17 IN 2019 TO 30 IN 2023.

As of 1 October 2023, a total of 5,710 students and unclassified students studied at the university.



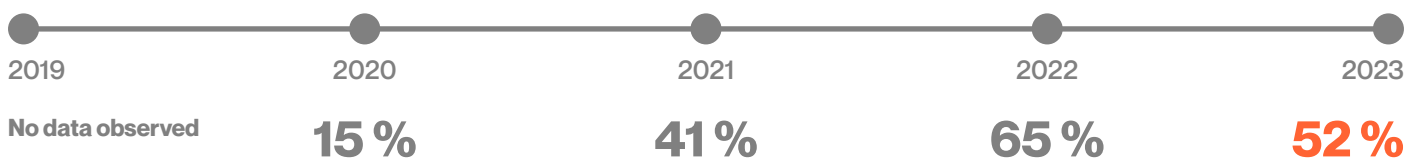
The percentage of students who suspended their studies in 2023 decreased to 25%. Compared to 2019, the number of students who suspended their studies decreased by 10 percentage points.



The student dropout rate after the first year was 13% in 2023. The share of students dropping out after the first year of studies has fluctuated over the past 5 years, but in 2023 decreased by 18% compared to 2019.



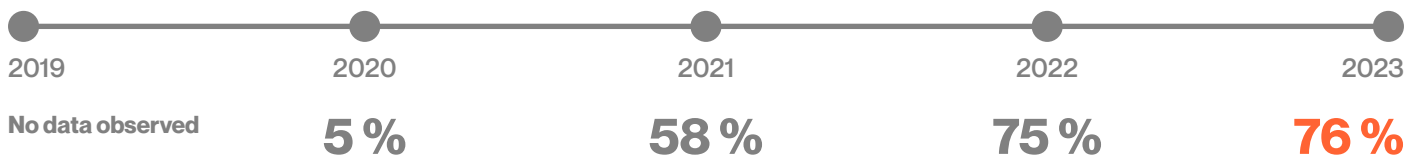
Over the past 5 years, the proportion of study programmes that used blended learning increased by 37% to 52% in 2023.



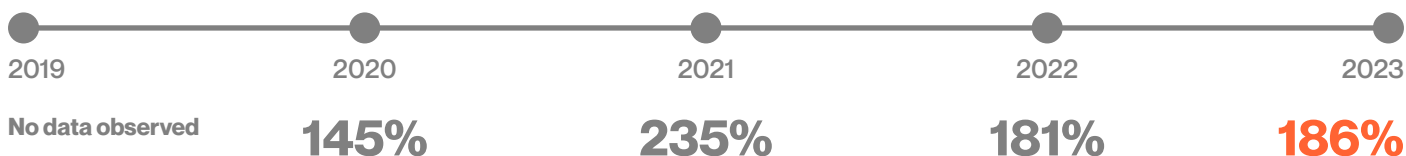
In 2023, 2,707 university competence development certificates were issued. Over the last 5 years, the number of certificates issued to training participants has grown by 174%.



Since 2020, the proportion of study programmes with experiential learning increased significantly, reaching 76% in 2023.



In 2023, 186 students participated in mentorship programmes. In comparison to 2020, the number of students participating in mentorship programmes increased by 28%.



From 2023, students have had the opportunity to choose training aimed at improving general competences and to acquire micro-credentials. Based on research on the needs of students, 10 courses were compiled and offered to all MRU students (one course corresponds to 1 ECTS): Self-Knowledge and Personal Image; Fundamentals of Personal Career Management; From Creativity to Entrepreneurship; Self-Efficiency: Time Management; Leadership; Development of Critical Thinking; Spoken and Written English for Job Searching and Employment; Management of the Job Search Process; and Physiology of Stress and Genetics of Mood Disorders. In 2023 under the Money Laundering and Terrorist Financing Prevention certification programme, over 200 specialists were trained together with the Ministry of Finance and the Lithuanian Money Laundering Prevention Competence Centre (6 ECTS). A specialised programme of state-guaranteed legal aid for lawyers working with minors was approved (6 ECTS). These are new types of lifelong learning products.

The MRU Career Centre has been also developing a programme of digital badges since 2023. The goal of the programme is to encourage MRU students to acquire and improve knowledge and skills by participating in different activities and to earn digital badges in recognition of their achievements. This programme promotes students' motivation in pursuing their career goals and their responsibility in making career-related decisions, and also aims to facilitate smooth integration into the labour market. Badges are awarded for active participation and knowledge or skills acquired in academic, volunteering, mentoring, career development, additional learning and other activities. Since the start of the program, around 500 students have registered for participation.

In 2023, the university offered 12 international programmes (double diploma, joint degrees). The number of international programmes increased from 8 to 12 over a 5-year period.



A total of 22 occupational health and safety specialist certificates were issued in 2023 along with the Labour Law LL.M diploma.

The data from the Education Management Information System shows high employability rates of graduates 1 year after graduation. Since 2019, employment rates have been increasing every year, reaching 79.7% in 2023. Compared to 2018, the employability of graduates has increased by 9.9%. Though the system does not include all forms of self-employment, as some graduates were in military service, on maternity leave or declared their departure abroad, the employment rates are high, and university graduates are successfully developing their career and integrating into the labour market.

Year of graduation	Number of graduates	Share of employed and/or self-employed graduates (including those that are employed but continue their studies)
2018	1590	68,8 %
2019	1238	75,2 %
2020	1353	77,6 %
2021	1182	79 %
2022	1220	79,7 %

The university implemented study programmes in 18 study fields in 2023: Translation Studies, Business Studies, Public Administration, Public Security Services, Philology (English), Finance, Law, Management, Informatics, Communication, Political Sciences, Human Resource Management, Pedagogy, Psychology, Accounting, Education, Social Work, and Economics.

67 study programmes were implemented at the university in 2023, among which 30 study programmes were implemented in English (or Lithuanian and English).

1 new joint study programme was registered, and 3 new specialisations were approved in 2023.

Active programmes	Active programmes in English
67	30

Over the five years, the portfolio of study programmes has been optimised, with a reduction in the number of study programmes at both levels from 81 in 2019 to 67 in 2023. However, there has been an increase in the number of study programmes in the study portfolio conducted in English, from 17 in 2019 to 30 in 2023.



SUSTAINABLE DEVELOPMENT OF INTERNATIONALISATION

DARNI TARPTAUTIŠKUMO PLĖTRA

The internationalisation of MRU has long since been an integral and organic process that determines the entire range of activities and services of the university, its reputation in competition with other higher education institutions, as well as the study experience of university students and the further success of their professional careers. Internationalisation processes during the preceding 5-year period were significantly shaken by the COVID-19 pandemic (2020–2022) and the war in Ukraine that began in 2022, when the main challenge for European universities was to help Ukraine and the Ukrainian academic community. MRU was actively involved in the mobilisation of aid, accepting Ukrainian students fleeing the war by including them in the study process as visiting students or transferring to degree-awarding studies. When the opportunity arose to support Ukrainians from the mobility projects of the Erasmus+ program, the university awarded scholarships to support visiting students (32 visiting Ukrainians were supported in 2022 and 2023). Despite numerous obstacles, the university successfully adapted to all circumstances and, together with existing and new partners, sustainably developed forms of cooperation based on physical and blended mobility, hybrid events and other creative solutions. A sustainable and reliable partnership with Ukrainian universities was further developed through the implementation of joint or double-diploma study programmes and joint projects, with a hybrid approach to some activities (studies, events) even in the reality of war. During the 2019–2023 period, new partnerships were established with an annual average of 15 universities around the world (a total of 77). In 2023, one Azerbaijani, four Kazakh and five Ukrainian higher education institutions were contacted for the wider involvement of academic departments in cooperation with Eastern Partnership countries. In 2023, intensive cooperation continued in the Asia-Pacific region as MRU renewed a contract with Australia's RMIT University and signed two contracts with Dongseo University to strengthen cooperation in implementing new joint and double-degree programmes (e.g., digital media and design, culture-related business and marketing). A new agreement has been signed with the University of Venda to expand partnerships on the African continent. Contracts have also been concluded with partners of ongoing scientific and other project activities in Italy, Turkey, and Tajikistan. Favourable conditions for the development of various partnerships were created by the university's participation in the activities of the International Association of Universities (IAU), and the implementation of international credit mobility and capacity-building projects were supported by the Erasmus+ programme. In 2022, during the signing ceremony of the Magna Charta Universitatum in Bologna, the MRU rector signed the updated Grand Charter of Universities. An article on the GoGreen project implemented by scientists from the MRU Applied Psychology Research Laboratory has been published on the United Nations Academic Impact portal.

During the reporting period, two Erasmus Mundus master's degree study programmes were implemented at the university. The Governance & Administration of Leisure and Sports International Master (GOALS) programme is carried out together with partners from Luxembourg, Poland, Portugal, and France (International University of Health, Exercise & Sports SA, Luxembourg; Uniwersytet Mikolaja Kopernika w Toruń, Poland; Universidade de Lisboa, Portugal; Université de Lille, France). The European Joint Master in Social Work with Children and Youth (ES-WOCHY) programme is coordinated by MRU and implemented with partners from Latvia, Slovakia and Portugal (Riga Stradins University, Latvia; the Catholic University in Ruzomberok, Slovakia; and the ISCTE University Institute of Lisbon, Portugal).

From 2019 to 2023, the King Sejong Institute Vilnius (KSI Vilnius) organised a series of free-of-charge Korean language courses (face-to-face and online), cultural events, open lectures and contests. These courses and events are open to MRU students and staff, as well as to schoolchildren, students from other universities and those interested in East Asian languages. Korean language classes are attended by between 200 and 250 students each semester. In 2021, KSI Vilnius was selected as one of the top three institutes in the Europe, Middle East and Africa region and was presented with an Excellence Award. KSI Vilnius actively cooperates with the Korean community in Lithuania and the Embassy of the Republic of Korea, and keeps in touch with alumni. In 2021, the institute's staff helped to organise events to mark the 30th anniversary of diplomatic relations between the Republic of Korea and the Republic of Lithuania. KSI Vilnius coordinated the Korean language teacher training programme, which provides participants with a South Korea-recognised teaching certificate (6 certificates issued in 2021; 4 certificates in 2022). In 2022, KSI Vilnius students appeared on the national South Korean broadcaster KBS programme, where

they presented the city of Vilnius, KSI Vilnius, the Christmas Town and Christmas traditions in Lithuania. In 2022, representatives of the institute met with a journalist from the South Korean newspaper JoongAng Daily, which published an article about KSI Vilnius. In 2023, the First Lady of the Republic of Korea, Kim Keon Hee, made a special visit to the Institute.

transliuotojo „KBS“ laidoje pristatė Vilnių, Vilniaus Karaliaus Sedžiongo institutą, Kalėdų miestelį ir Kūčių tradicijas Lietuvoje. 2023 m. instituto atstovai susitiko su Pietų Korėjos naujienų leidinio „JoongAng Daily“ žurnaliste, leidinyje paskelbtas straipsnis apie Karaliaus Sedžiongo institutą Vilniuje. 2023 m. institute apsilankė Lietuvoje viešinti Korėjos Respublikos pirmoji ponja Kim Keon Hee.

The Dongseo University Doctor Honoris Causa honorary degree was awarded to the MRU Rector, Dr. Inga Žalėnienė, for her great contributions to university cooperation.

Every year during the 2019–2023 period, the Eurasian Foundation (from Asia) financed the implementation of the Asian Community: Culture and New Media study subject at MRU (coordinated by dr. Gražina Čiuladienė, professor at the Faculty of Human and Social Studies). Thus, from 6 to 14 visiting professors annually came to MRU to give lectures on this subject from Japan, the United States of America, Spain, Estonia and other countries, as well as diplomatic missions operating in Lithuania. In addition to lectures, the professors also shared good practices with the university community and consulted on further cooperation and research perspectives.

In 2019–2021, the MRU Asia Centre organised free-of-charge Japanese language courses that attracted 50–60 students during the spring semester. The Asia Center held a contest, the winners of which had the opportunity to go to Japan (MRU undergraduates and first-year master's students can participate in the Josai International University contest, the winner of which represents the university at a conference in Tokyo). This centre also contributed to Asian popular culture events and other activities at the university.

MAJOR ACHIEVEMENTS AND CHANGES IN 2019–2023:

- FOR 5 YEARS IN A ROW, THE UNIVERSITY'S LAW SUBJECT AREA HAS BEEN AMONG THE TOP 250 UNIVERSITIES IN THE WORLD IN THE QS WORLD UNIVERSITY RANKINGS BY SUBJECT 2023.
- FROM 2022, THE UNIVERSITY HAS BEEN INCLUDED IN THE QS WORLD UNIVERSITY RANKINGS. MRU IS CURRENTLY RANKED 1001–1200.
- IN 2023, MRU PARTICIPATED IN THE QS SUSTAINABILITY RANKINGS FOR THE FIRST TIME. MRU WAS ASSIGNED 637TH PLACE IN THE WORLD.
- IN 2022, DURING THE MAGNA CHARTA UNIVERSITATUM (MCU2020) SIGNING CEREMONY IN BOLOGNA, MRU, REPRESENTED BY THE RECTOR, SIGNED THE UPDATED MAJOR UNIVERSITY CHARTER MAGNA CHARTA MCU2020, THE IMPLEMENTATION OF WHICH IS MONITORED BY THE MAGNA CHARTA OBSERVATORY (MCO).
- IN 2020, THE UNIVERSITY BECAME A PARTICIPANT IN THE UNITED NATIONS ACADEMIC IMPACT (UNAI) PROGRAMME, JOINING THE OTHER 1,400 UNIVERSITIES IN THE WORLD WORKING ON HUMAN RIGHTS, PEACE, SUSTAINABLE DEVELOPMENT AND OTHER THEMES SUPPORTED BY THE UNITED NATIONS.
- COOPERATION AGREEMENTS WITH 77 UNIVERSITIES GLOBALLY WERE SIGNED OVER THE PAST 5 YEARS. IN 2023, 15 NEW BILATERAL COOPERATION AGREEMENTS AND 2 RENEWED AGREEMENTS

WITH FOREIGN UNIVERSITIES FROM 8 COUNTRIES WERE SIGNED.

- THE NUMBER OF STUDENTS APPLYING TO THE UNIVERSITY FROM ABROAD INCREASED BY 99% COMPARED TO 2020.
- THE SHARE OF INTERNATIONAL STUDENTS OF ALL ENROLLED STUDENTS INCREASED TO 13.25%.

Proportion of international students – 13.25%.

Number of international students with special protection (refugees, etc.) – 120.

International and expatriate Lithuanians – 7.

EU citizens as a percentage of all international students – 10.44%.

In 2023, there were 757 international degree-seeking students who studied at the university. The share of international students in the overall student body over the 5-year period increased from 7.99% to 13.25%.



First cycle



Second cycle

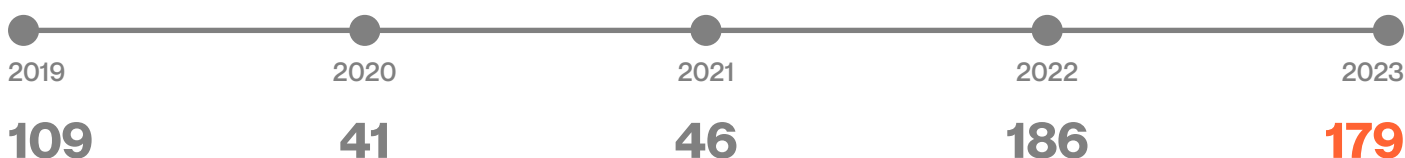


Third cycle



361 international degree-seeking students were admitted to the university in 2023.

First cycle

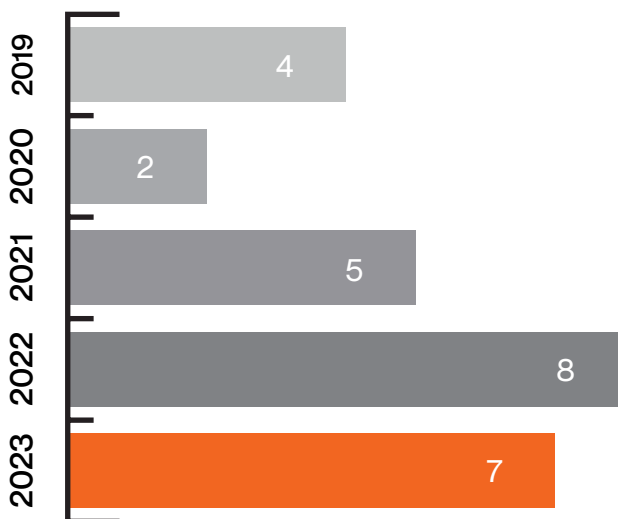
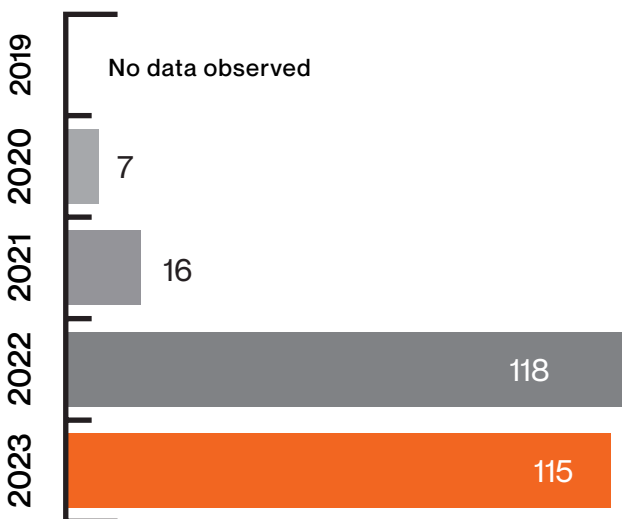


Second cycle



The number of students under a special protection programme (refugees, etc.) was 115 in 2023, mainly due to the support provided to Ukrainian students. Over the period from 2020 this number increased by a factor of more than 16.

In 2023, 7 foreign and expatriate Lithuanians studied at the university. Over 5 years, this number has increased by 3 persons (75%).



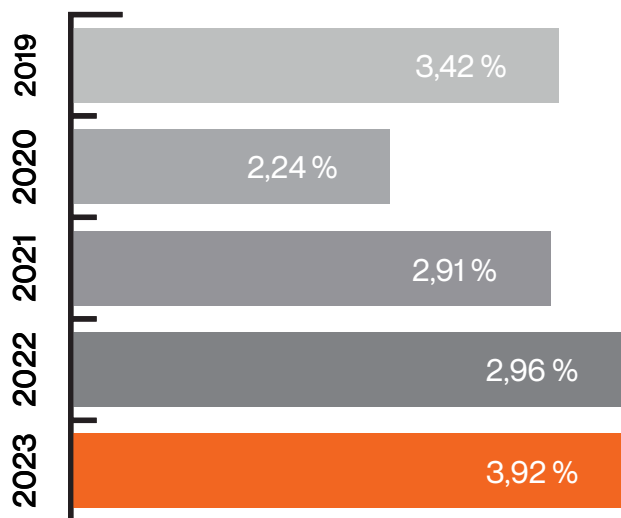
Over the 5-year period, the number of citizens (or permanent residents) from other EU countries increased from 65 to 79. In 2023, their share among all international degree-seeking students was 10.44%.



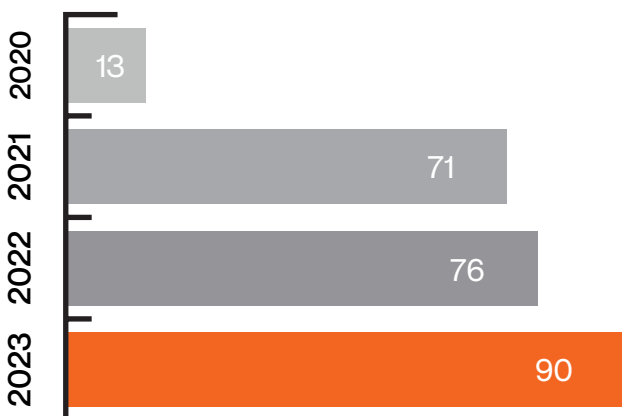
Under the Erasmus+ programme, other exchange programmes, and the university's bilateral agreements, 436 students arrived at the university for exchange studies, internships, intensive programmes, and summer schools in 2023 – a figure that increased from 373 students in 2019. From 2019, the number of incoming students increased by 16.89%.



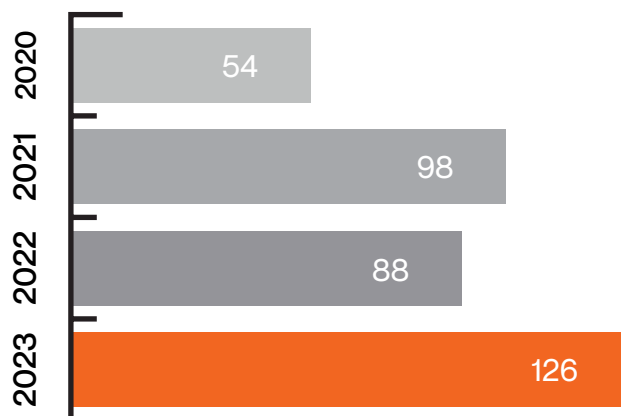
A total of 224 university students from all three cycles participated in outgoing mobility activities worth 15 or more ECTS credits. These activities involved studies, traineeships, intensive programmes under the Erasmus+ programme, other exchange programmes, and bilateral university cooperation agreements in 2023. An additional 80 students participated in shorter mobility programmes with a workload less than 15 ECTS. Over the 2019–2023 period, due to the COVID-19 pandemic, the share of outgoing students decreased. From 2021, it began to increase again, and in 2023 it surpassed the pre-pandemic level. The share of outgoing students over the 5-year period slightly increased from 3.42% to 3.92%.



First cycle



Second cycle



From 2020, the number of international lecturers or researchers visiting for 3 months or longer (under employment, service, or other contracts) increased from 26 to 54. Their share of the total academic staff in 2023 was 12.22%.



The share of international lecturers who visited the university for less than 3 months and delivered teaching under exchange programmes or came for research increased by a factor of more than 3 from 2020. The university hosted 135 international academics for short-term teaching visits or research in 2023, which made up 30.54% of all academic staff.



Over the period from 2019 to 2023, the number of outgoing academics or researchers for teaching and research visits increased by 35.29%. In 2023, 41% of lecturers or researchers went to international universities or research institutions, comprising 184 physical teaching and research visits.



In 2023, the university and its faculties were actively engaged in 21 international organisations and networks: the Agence universitaire de la Francophonie (AUF); Forum of Presidents of Asian Universities (AUPF); British Chamber of Commerce in Lithuania (BCCL); European Union Agency for Law Enforcement Training (CEPOL); Association of European Law Faculties (ELFA); European Academic Integrity Network (ENAI); United Nations Academic Impact (UNAI); European Observatory on Sport and Employment (EOSE); European University Association (EUA); International Association of Universities (IAU); European Women Rectors Association (EWORA); European Border and Coast Guard Agency (FRONTEX); NORDPLUS Law Network; European legal practice integrated studies (ELPIS) network; The Foundation for Legal Knowledge Systems (JURIX); Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAce); Baltic Universities Programme (BUP); European Lexicography Association (ELEXIS); Norwegian-Lithuanian association of Norwegian-Lithuanian Chamber of Commerce (NLCC); and American Chamber of Commerce in Lithuania association (AmCham Lithuania). Additionally, a decision to join the International Association of University Presidents (IAUP) was taken.



The number of research partnerships, i.e., international institutions with three or more Scopus-referenced joint publications with the university's researchers, increased significantly to 179 in 2019–2023, which is 4.7 times larger than in the 2015–2019 period.



Over the 2020–2023 period, there were 21 study partnerships activated. In the last 5 years, 9 cotutelle agreements were signed with the University of Antwerp, University of Basel, Bordeaux University, University of Ghent, University of Groningen, University of Lisbon, and in the framework of the LAST-JD-RioE project with the University of Bologna. Under these agreements, 4 dissertations were successfully defended in 2023. There are 12 active agreements for joint or double-degree programmes under which students study at MRU.



In 2023, the number of partnerships with universities from third (non-EU) countries has increased (by measuring at least 3 joint activities over a 3-year period).



The university joined the European Reform University Alliance (ERUA) European universities initiative. This consortium consists of 10 universities (8 members) and 2 associated partners: the Paris 8 University (France), European University Viadrina (Germany), SWPS University (Poland), New Bulgarian University (Bulgaria), the University of Macerata (Italy), the University of Las Palmas De Gran Canaria (Spain), and MRU (Lithuania). Associated partners are the University of Konstanz (Germany) and University of Roskilde (Denmark).

In 2023, the number of applications from international degree-seeking students decreased by 12.6%. Compared to 2020, the number of applications grew by 99%.



In 2021–2023, MRU's ranking by UI GreenMetric increased from 198th to 151st position among the most sustainable universities in Europe, and from 692nd to 547th among 1,183 universities in the world from 85 countries according to research and studies, infrastructure, and climate change indicators.

UI GreenMetric rankings

Year	2021		2022		2023	
	In Europe	Globally	In Europe	Globally	In Europe	Globally
Position	198	692	159	570	151	547

In 2022–2023, the Times Higher Education Impact Rankings, a prestigious world university ranking agency, ranked MRU in 1001+ position among the world's universities. MRU has been ranked one of the most influential universities in areas such as quality education, sustainable cities and communities, peace, justice and strong institutions, and partnerships in the implementation of the Sustainable Development Goals. Furthermore, in 2023, MRU sustainability efforts were ranked for the first time by the QS World University Sustainability Rankings, in which the university ranked 637th among all universities worldwide.



**INCREASED
WELLBEING
OF STAFF**

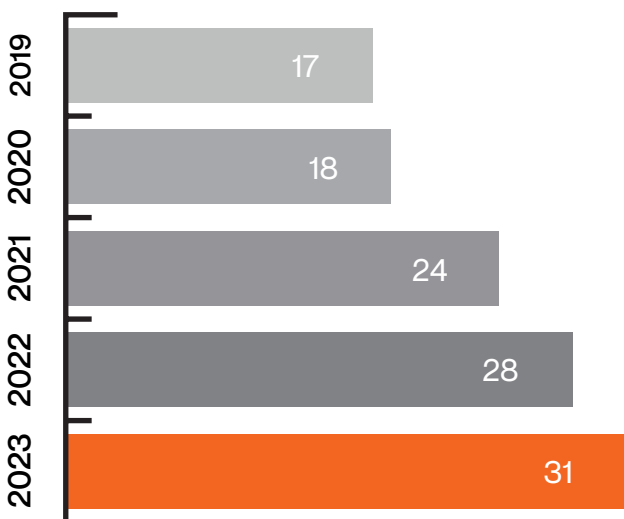
INCREASED WELLBEING OF STAFF

The university pays increasing attention to the experiences of employees in the workplace, creates transparent and clear personnel management processes and a safe emotional and economic work environment, strengthens the leadership and feedback culture, and uses innovative technologies in the field of personnel management. In 2021, the first employee opinion survey was conducted, and a monitoring system for employee satisfaction with working conditions was created. Based on the research results, a system of financial and non-financial motivational measures and additional benefits was launched. In 2022, a transparent and socially just reward management system was created and implemented. The university’s infrastructure and study environment are increasingly adapted to persons with disabilities or individual needs, and the area of providing social financial support to university employees and students is strengthened and more precisely oriented (benefits in case of loss of family members, illness or natural disaster).

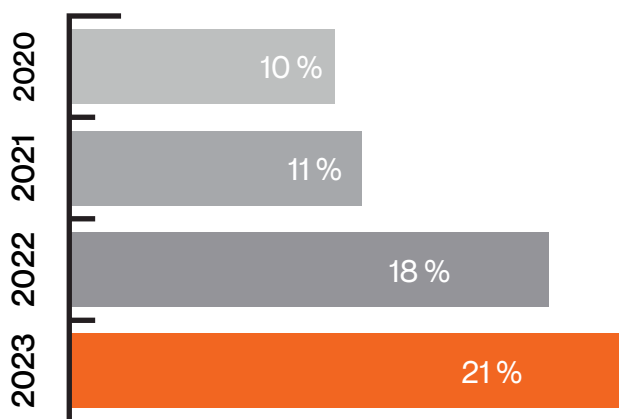
The university provides community members with opportunities to strengthen their physical and emotional health, foster a healthy lifestyle, and develop creativity and community traditions. The university promotes an atmosphere of cultural life and creates opportunities to develop individual aesthetic abilities. Students are active in sports and represent the university in student championships. From 2021, the model of psychological counselling at the university was substantially activated and improved. Consultations have become more widely available, and each member of the community is provided with five free individual psychological consultations. Since 2023, a first aid classroom has been set up and community members are trained in first aid. In 2023, 12 cosy and comfortable spaces for work and communication were created for teachers, administrative staff and students, faculty lobbies were renovated, and kitchenettes were installed for common use.

In recent years, the MRU choir has been restored, the MRU Grand Duchy of Lithuania (MRU LDK) Orchestra has been established, and a theatre studio, the Skalsa folk dance ensemble, the Swich On-MRU line dance group, the MRU Arthur Novik pop vocal ensemble, the Bolero ballroom dance group, and the Solo Latino dance group have been set up. There is also a pastoral and volunteering club. During the reporting period, the university has developed traditions of gathering the university community in the celebration of the Day of Science and Knowledge, Christmas, national holidays, Prof. Mykolas Rōmeris’s birthday, and the end of the school year. The aforementioned groups conduct around 40 performances per year in Lithuania and abroad, participating in festivals and competitions.

Number of medals won at student championships



Percentage of MRU community members involved in wellness activities



The composition and qualifications of academic staff and researchers

In order to improve the quality of university teaching staff, it has been decided to adjust the minimum qualification requirements for the tenure of staff from 2020. The minimum qualification requirements for academic staff have been changed to take account of changes in national funding, with a greater focus on international research indicators, including monographs and research studies published by international publishers, and research articles in Q1–Q3 journals in the WoS and/or Scopus databases. In addition, attestations of academic staff have become more systematic and focused on performance-based evaluation. During the 2020–2023 period, 53 attestations of academic staff, 49 interim attestations and 19 tenure-track attestations were carried out. A total of 104 individuals were attested during this period, while 11 were not attested.

Composition of MRU academic staff qualifications in 2019–2023

	2019	2020	2021	2022	2023
Professor	96	95	106	109	120
Associate professor	100	85	72	69	72
Lecturer	164	178	202	201	203
Assistant	3	6	7	2	3

Composition of MRU researchers in 2019–2023

	2019	2020	2021	2022	2023
Chief researcher	3	9	13	19	13
Senior researcher	4	6	6	4	6
Researcher	13	6	8	12	17
Junior researcher	8	17	20	12	8
Total	28	38	47	47	44



DEVELOPMENT OF SUSTAINABLE ENVIRONMENT AND MODERN INFRASTRUCTURE

DEVELOPMENT OF SUSTAINABLE ENVIRONMENT AND MODERN INFRASTRUCTURE

By improving the living conditions of students in the dormitories, the 2017–2022 state investment programme was fulfilled. The last stage of the project (with a total project value of €1.15 million) involved engineering networks being repaired and shower facilities installed near the rooms. A dormitory management, reservation and entry control system has been implemented, which enables both Lithuanian and international students to choose their type of room and the date of their arrival. A technical work project was prepared for the repair and renovation of internal premises of the residential building at Didlaukio Str. 86, Vilnius, costing €81,574.57. Heritage maintenance works were carried out at the sixth building of the cultural heritage complex at V. Putvinskio Str. 70 in Kaunas, which involved architectural life, polychromy, structural, scientific and technical studies and cost €25,568.51. A further cultural heritage maintenance project was implemented at the premises of the MRU Public Security Academy based at Maironio Str. 27 in Kaunas, involving the preparation of a project for applied scientific research and maintenance works, which was completed at a cost of €132,148.94.

In the further implementation of the university's commitments to sustainable development, a project is being implemented in accordance with the measures estimated in the 2021 Climate Change Programme budget (a subsidy of €396,880 was granted by the Environmental Project Management Agency for the purchase of a solar power plant). The public procurement was completed and a contract was signed for the purchase, service and maintenance of a remote solar power plant (part of a solar park).

At the beginning of 2023, the installation of solar panels on the roofs of two student houses was completed, and in March the university became an electricity-producing consumer. After installing solar panels, the green energy generated provides around 4% of the total energy consumption at the university (1,234,493 kWh in 2023).

Furthermore, the investment project entitled "Sustainable Environment for the Community: The Renovation and Modernization of Real Estate of Mykolas Romeris University" is being implemented in accordance with the Government Resolution No. 123 of 14 February 2022 "Regarding the investment of state property and increasing the capital of the owner of Mykolas Romeris University". In total, 11 properties (V. Putvinskio Str. 68 and 70 and Kalvarijos Str. 29B in Kaunas) were sold in public electronic real estate auctions in 2023 for €1,603,500.

The renovation of the university's public spaces was implemented in partnership with UAB Felit (IKEA LITHUANIA) at a cost of €31,422.

In 2023, a public procurement module was installed in the university's DocLogix document management system and modified according to the university's processes, thanks to which public procurement management became more systematic and efficient.

The Sustainable Development Office has been established in the Personnel Management Centre, the purpose of which is: coordinating the implementation of the university's Strategy for Sustainable Activities and Equal Opportunities and Diversity Policy by preparing the university's sustainable development strategies and action plans; monitoring the implementation of sustainable development indicators; providing expertise to international and national rating agencies for sustainable development; preparing and implementing sustainable development projects; participating in international and national networks for sustainable development; working in cooperation with Lithuanian and foreign higher education institutions, international organisations, social and business partners in the field of sustainable development; integrating the university community into European and global initiatives; preparing reports to international and national sustainable development agencies on sustainable development products and services developed by the university community; coordinating the development and implementation of an educational system for employees and students; and advising the university community on various issues of sustainable development.

In order to improve cyber resilience and the stability of information systems important to the study process, the university installed a new generation of internet protection firewall, updated the data backup and recovery system, and architecturally restructured the infrastructure of centralised resources. Together with software subscriptions necessary for work and studies and their timely updating, these tools improved the security and reliable operation of the university’s IT systems. The computer and peripheral equipment of the auditoriums have been updated, and the provision of timely technical assistance to teachers allowed the study process to be improved.

The duration of use prior to the upgrading of IT infrastructure and computer workstation equipment (number of years of operation):



125 units of computer equipment were purchased in 2021, 36 units in 2022 and 167 units in 2023.

- Acquisition of a new university data repository and data transfer facility.

Data repository was purchased and data transferred.

Implementation of a new personnel management and payroll system (%).



In order to increase the efficiency of work processes and create prerequisites for the employee self-service system, the EDINA personnel management and payroll system was purchased and installed.

- Development of computer networks.

In some student houses, a complete renovation of the Wi-Fi network was carried out; in others, the Wi-Fi network of the self-isolating premises was renovated. Additional wireless access points have been installed in the deans’ offices . The university firewall was updated.

- Development of information systems.

The eDMS Project Management module was purchased and installed. The Open Journal Systems software for managing and publishing scientific journals was updated. The university’s Research Workload Accounting Tool was further developed. The DSpace CRIS research activity management tool has been launched to increase the visibility of the university’s research activities. In order to improve the admission of students, data exchange interfaces have been created between the Lithuanian Association of Higher Education Institutions for the general admission (LAMA BPO) and university systems. A new international student mobility system, Mobility Online, has been introduced.

- Infrastructure is managed according to the principles of a smart building.

A smart building plan with measures for implementation has been prepared. Entry control systems were installed in the student houses at Didlaukio Str. 57 and 86 in Vilnius

Financing for the renovation of library funds in 2019–2023 (thousand euros)

	2019	2020	2021	2022	2023
Total for physical and electronic resources	177,7	92,4	209,8	223,9	230
Of which:					
MRU funds (budget, own, ongoing project funds)	71	44,4	83,9	85,3	73,3
Project eMoDB.LT:3 and ESSM co-financing funds for DB subscription	93,3	41,5	120,7	130,7	148,9
The sum of donated publications from various organisations and individuals	13,4	6,5	5,2	7,4	7,8
Funds for individual types of documents:					
Funds for physical publications	28,1	29,7	26,7	36,2	37,9
MRU and co-financing funds for database subscriptions	149,6	62,7	183,1	187,2	192,1
Total funds for resources	177,7	92,4	209,8	223,9	230

MRU is committed to revitalising and expanding its information resources, tailoring them to the evolving requirements of academic studies and scientific endeavours. The acquisition of electronic resources remains a priority for the library. In 2023, a total of €230,000 was allocated for information resource procurement (compared to €177,700 in 2019), with €192,100 dedicated to database subscriptions (up from €149,600 in 2019). These databases, subscribed to on an annual basis, grant access to a wealth of global scientific, statistical, and legal information. Among the most commonly utilised resources are Academic Search Ultimate (EBSCOhost), Science Direct, Taylor & Francis Online, Emerald Management Journals Collection, PsycARTICLES (EBSCOhost), JSTOR Collections, Sage Journals Online, eBooks Academic Collection (EBSCOhost), Education Source (EBSCOhost), and INFOLEX. Additionally, resources such as PRAKTIKA, HeinOnline, Foreign and International Law Resources (HeinOnline), Kluwer Law International Journal Library (HeinOnline), Thomson Reuters Westlaw, and Westlaw UK are extensively used. Moreover, subscriptions to e-books from Lithuanian university publishers (KTU, VGTU, VDU) are also maintained.



STRENGTHENING THE VISIBILITY AND REPUTATION OF THE UNIVERSITY

STRENGTHENING THE VISIBILITY AND REPUTATION OF THE UNIVERSITY

MRU has significant intellectual potential, so scientists, researchers and lecturers are constantly sharing the latest data and information along with innovative ways and means to solve the problems of society. In addition to conducting research and education, the university, assuming the role of social responsibility to society, actively and widely presents the results of its scientific activities and research to the general public, shares insights, provides expert recommendations and educates the public by participating in television and radio broadcasts, open thematic discussions, forums, conferences, meetings, presentations, expert commentaries, and other media on issues of relevance to society.

The most significant contributors to positive changes in this area have been the increase in the number of mentions of MRU's scientific output and achievements since 2020 and the significant increase in the number of media mentions of statements by individual MRU experts.

MAJOR ACHIEVEMENTS AND CHANGES IN 2019–2023:

- MRU RANKS THIRD AMONG OTHER LITHUANIAN UNIVERSITIES IN TERMS OF COMMUNICATION EFFICIENCY.
- THERE HAS BEEN A MARKED IMPROVEMENT IN MRU'S REPUTATION, WITH AN ALMOST 5-FOLD INCREASE IN MRU'S WEIGHTED FAVOURABILITY INDEX, WHICH IS CALCULATED BY TAKING INTO ACCOUNT THE NUMBER OF CELEBRATIONS, THE NUMBER OF POSITIVE AND NEGATIVE REVIEWS, AND THE AUDIENCE REACHED.
- IN TERMS OF EXPERT MEDIA COVERAGE, MRU WAS RANKED NUMBER 1 IN LITHUANIA IN 2023.

The number of media mentions of MRU began to increase rapidly at the beginning of the COVID-19 pandemic. Since 2019, the number of media mentions of MRU has almost tripled.



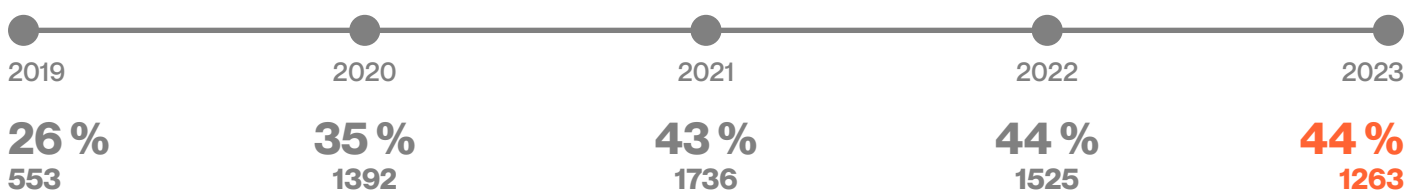
According to the dynamics of this indicator over the 5-year period, MRU's reputation has increased by a factor of almost 5.



In terms of MRU's communication effectiveness (number of mentions, tone), MRU was ranked 3rd in Lithuania, compared to 4th in 2019.



In terms of expert media coverage, MRU was ranked number 1 in Lithuania in 2023. In 2023, expert media coverage accounted for 44% of all MRU media mentions.





**A SOCIALLY RESPONSIBLE
UNIVERSITY**

A SOCIALLY RESPONSIBLE UNIVERSITY

The COVID-19 pandemic

The COVID-19 pandemic was a major challenge in 2020–2023, both globally and at MRU. After the quarantine announcement in Lithuania in March 2020, it was urgent to ensure a smooth and high-quality study and work process. The university, unlike most other Lithuanian higher education institutions, did not stop the study process and started distance studies on 13 March 2020. The smooth transition to remote education was conditioned by the distance study competencies acquired by the university's lecturers before the quarantine, as well as by the prompt and effective assistance of administrative staff and proper organisational work. A revision of the internal legal acts regulating the remote study processes was carried out, memos for teachers and students were prepared, the intensive training of teachers was carried out, and individual consultations were provided. During the pandemic, members of the MRU community volunteered, helped single and elderly people acquire food and medicine, and organised remote educational activities.

Support to Ukraine

Back in 2018, the university established a centre for Ukraine in the field of studies, science and innovation aiming at enhancing cooperation with Ukraine. The MRU Senate declared 2023 the Year of Ukraine. Students were enrolled, teachers and researchers were employed, and a survey of heads of Ukrainian universities was conducted in cooperation with the European Women Rectors Association. Realising the importance of moral and financial support for Ukrainian scientists, MRU community members are encouraged to involve Ukrainian partners in projects and international professional organisations and to co-publish together. The Gravitas Schola school of war refugees has also become part of the MRU community – we share premises and organise joint educational activities and celebrations. The MRU community continues to collect and provide humanitarian aid to war refugees based in Lithuania and people living in Ukraine.

In 2022, MRU offered free studies to 100 Ukrainians (65 undergraduate and 35 master's students). Study agreements were signed by 69 Ukrainians (39 bachelor's and 30 master's students), and 14 undergraduate students received state funding. In 2023, 211 degree-seeking students and 6 exchange students from Ukraine studied at MRU. They were provided social, psychological and financial support. In 2022, state financial state support was allocated to 61 students from Ukraine, and in 2023 this figure was 68.

In 2022, the university employed 8 teachers and researchers from Ukraine, and in 2023 this figure was 10. Moreover, 5 researchers are engaged in post-doctoral internships and 2 researchers are working in a project funded by the Erasmus+ programme. The Gravitas Schola war refugee school operates on the MRU premises. In the spring of 2022, around 500 children of different ages studied in MRU classrooms, and in 2023 180 senior students from grades 8–11 did so. MRU shares its auditoriums, gyms and leisure spaces for lessons, Ukrainian celebrations, and educational events. Younger children study in other locations and use the MRU park, outdoor sports grounds and facilities. MRU provides children from local communities and Ukrainian war refugees with a safe space to learn, play sports and spend their free time. Joint educational activities and celebrations are also organised.

In the first weeks of the war, students, teachers and entire refugee families (mainly women with children) were accommodated in MRU dormitories, where MRU community members collected and provided them with humanitarian aid and helped them to settle in Lithuania. MRU initiated a fundraising campaign to collect support for Ukrainian citizens who fled the war. In 2022, €17,755.97 of support was received. The collected funds were intended to support students who came from Ukraine and families housed in students' homes. The Didlaukis academic campus has become perhaps the largest war refugee centre in Lithuania (housing around 600 people), where MRU community members regularly volunteer and organise educational and entertainment activities for children and their family members.

Humanitarian aid and war survival items collected by the MRU community are constantly collected and transported to Ukraine. The Pagalbos Sparnas international charity and support foundation took MRU support to the front lines and distributed it to orphanages and the residents of war-torn cities and towns. When Russia attacked Ukrainian energy facilities, MRU was the first to start making trench candles in Lithuania and sending them to Ukraine for soldiers and civilians. These candles helped people warm up, make food or tea, and dry their clothes. The MRU community collected used cans and wax and coordinated with beekeepers and other volunteers. Later, this initiative spread throughout Lithuania.

Participation in the 2023–2024 state colleges network strengthening action plan

MRU participates in the 2023–2024 state college network strengthening action plan approved by the Government of the Republic of Lithuania, according to which Marijampolė College was reorganised by merging it with MRU, establishing a branch of MRU in Marijampolė. This was done in order to preserve higher education studies in the Marijampolė region, to create more favourable conditions for improving the quality of studies and scientific applied activities, and to ensure their compliance with the needs of the city, local community and the labour market.

Support to the earthquake victims in Turkey

In 2023, Turkey and Syria experienced one of the strongest earthquakes in the region in more than a century, during which more than 5,000 people died and the lives of thousands of people were reduced to rubble in a matter of seconds – they lost their loved ones and were left without housing, water, food, and clothes. MRU community members, in cooperation with the Lithuanian-Turkish Association, collected and sent humanitarian aid to the victims of the earthquake.

Social educational initiatives

MRU, as a socially responsible and sustainable higher education institution, seeks to provide equal opportunities and a second chance for motivated high school graduates who wish to enrol into university studies but do not meet the enrolment criteria. The availability of higher university education was increased through the implementation of the “4mm. Reach Higher” project targeted at high school graduates who, after additional studying, successfully pass exams and enrol in university studies. MRU actively participates in events organised by different high schools across Lithuania and organises educational extracurricular activities (academies) and inclusive knowledge development activities (Knowledge Olympics). The university develops a system of cooperation with alumni, engaging alumni in university studies and the field of continuing education.

MRU academic and administrative staff are actively involved in a wide range of professional activities of public interest. MRU researchers share their research-based knowledge with the private and public sectors by providing expert opinions and participating in various expert groups. During the reporting period, MRU researchers were regularly invited to participate in various working groups and commissions in the governance of public institutions. Almost 60 academics and researchers participated in public authority working groups and commissions in 2019, over 60 in 2020, 86 in 2021 and over 70 in 2022. MRU researchers are often asked to provide their expert opinions, conclusions or advice to various public authorities. In 2018–2022, over 210 expert services were provided to public authorities (37 in 2019, 33 in 2020, 50 in 2021 and 32 in 2022).

Working groups and commissions on the governance of public authorities

	Faculty of Human and Social Studies	Faculty of Public Governance and Business	Law School-Public Security Academy	Total
2019	14	9	36	59
2020	19	9	35	63
2021	23	8	55	86
2022	22	9	39	70
2023	18	9	20	47

Expert opinions, conclusions or advice given to various public authorities.

	Faculty of Human and Social Studies	Faculty of Public Governance and Business	Law School-Public Security Academy	Total
2019	16	2	19	37
2020	15	5	13	33
2021	17	13	20	50
2022	14	13	5	32
2023	17	14	17	48

The adaptation of infrastructure to the needs of international-level studies depends on the university's budget and the funds allocated to students. In 2023, MRU funds per student amounted to €4,595.03; in 2022 – €3,575.92; in 2021 – €2,749.2; in 2020 – €2,144.4; and in 2019 – €1,715.42.

MRU budget for 2019–2023, thousands of euros

Source of funding	2019	2020	2021	2022	2023
State budget appropriations	6 475,7	6 818,6	7 168,9	8 799,2	11 082,1
Own-funds revenue	4 940,9	4 960,5	5 356,0	6 263,8	6 577,5
Targeted funding (projects, support)	3 352,0	5 779,0	4 470,7	5 745,3	8 591,8
Total	14 768,6	17 558,1	16 995,6	20 808,3	26 251,4

Since 2019, the budget has grown by 77.8%. State budget funding has increased by 71.1%, own-funds revenue by 33.1%, and targeted funding has more than doubled.

MRU expenditure 2019–2023, thousands of euros

Title of expenses	2019	2020	2021	2022	2023
Salary costs	9 911,7	10 596,2	11 903,8	12 985,6	14 487,9
Expenditure on utilities and communications	548,2	305,1	457,2	922,9	742,3
Expenditure on other goods and services	2 664,6	1 724,5	2 216	2 650,4	3 588,7
Other payments	1 446,5	1 227,2	3 488,3	2 175,4	4 190,8
Acquisition of long-term assets	302,2	617,1	805,1	288,1	628,0
Total	14 873,2	14 470,1	18 780,4	19 022,4	23 637,7

Since 2019, expenditure has grown by 58.9%. Salary expenditure has increased by 46.2%.

SPEECH BY THE PRESIDENT OF THE UNIVERSITY COUNCIL



PRESIDENT OF
THE UNIVERSITY COUNCIL
**PROF. DR. EGIDIJUS
JARAŠIŪNAS**

The Council of MRU, acting in accordance with the Law of the Republic of Lithuania on Science and Studies and the Statute of MRU, is the university's strategic decision-making body that ensures the university's accountability to society, social responsibility, and quick and effective responses to environmental changes. In the 2020–2023 period, the Council focused on the implementation of the university's strategic objectives, the rational use of the assets it manages, the development of staff qualifications and the improvement of studies.

The current MRU Council, consisting of 9 members, began its work on 27 February 2020.

At the end of 2020, the work of the MRU Council culminated in the consideration and approval of the MRU Strategic Action Plan 2021–2023. It should be noted that the entire university community was actively involved in the preparation of this document, which reflects the proposals of community members.

In 2021, the Council approved the MRU Sustainable Action Strategy, which the university aimed to implement in order to ensure sustainable standards: to become a green university and contribute to solving environmental problems by its own example; to contribute to the creation of a sustainable society by developing a sustainable lifestyle; and to mobilise the creative potential of researchers for the purposes of sustainable progress.

The Council, in another of its important functions of ensuring the rational use of the assets entrusted to the university, took an important decision and approved the MRU investment project. This project invests in the sale of properties held in trust that are not needed for the university's activities and directs the proceeds towards the creation of sustainable study and R&D infrastructure on two MRU campuses, based on the highest international principles of sustainable development, with modern architecture and universal design standards. In order to facilitate staff development, the Council has reviewed measures to increase the accessibility of studies at the university to staff.

In 2022, the Council focused on the implementation of the university's strategic objectives, the regulation of the efficient use of managed assets and finances, and the improvement of the organisational structure. In light of the Council's Decision No. 123 of 14 February 2022 "On Investing State Assets and Increasing the Owner's Capital of Mykolas Romeris University", the Council adopted decisions enabling the implementation of the MRU investment project entitled "Sustainable Environment for the Community: The Renovation and Modernisation of Mykolas Romeris University Real Estate".

The Council approved a new version of the Regulations of the Fund for the Promotion of Scientific Activities, which combines all the measures for the promotion of scientific activities at the university into a single document, thus creating a unified system for the promotion of science. The new version of the Procedures for the Administration of the Payment of Contributions, approved by the Council, improved the procedures for the payment, refund, reduction, organisation and control of the payment of student, extra-curricular and listener contributions.

The changes in the organisational structure of the university introduced by the Council led to the establishment of a Personnel Management Centre at the university. This change brings together the university's staff involved in personnel management and accounting into a single structural organisational unit. The Council adopted a resolution transferring the Career Centre from the Centre for Academic Affairs to the structural units reporting directly to the Vice-Rector for Academic Affairs. As MRU is increasingly focusing on the modernisation and development of its infrastructure, the Council Resolution established the Infrastructure Development Centre.

Among the Council's work adopted in 2023, the consideration of the draft MRU Statute and the decision on its submission to the Government of the Republic of Lithuania are of particular importance. The drafting, consideration and approval of the draft is the result of the joint efforts of all the university's management units and a long period of joint work. It is fully in line with the updated legal regulation and newly regulates the changed realities. The new draft MRU Statute marks the beginning of a process which should be completed by the resolution of the Seimas of the Republic of Lithuania on the approval of the MRU Statute.

Other Council decisions include the approval of the General Principles of Personnel Management of MRU, the amendment of the organisational structure of MRU, the consent for MRU to participate in the process of reorganisation of state colleges through the merger of the Marijampolė College with MRU, and the adoption of the 2022 Report on the Execution of the Expenditure Estimates and the Expenditure Estimates for 2023.

Amendments to the appendices to the Schedule of the Conditions of Employment of the Staff of MRU, amendments to the procedure for the administration of the payment of the university's contributions, as well as decisions related to the election of the MRU Rector through a public tender procedure are also considered to be of a non-equivalent importance.



PRESIDENT OF
THE UNIVERSITY SENATE
**PROF. DR. ROMAS
PRAKAPAS**

The main priority of the MRU Senate throughout the 2020-2023 period has remained unchanged - the quality of studies and research. The aim was to ensure that through research, teaching and expert activities, and studies, members of the university community contribute to the creation of a democratic, welfare state and the sustainable implementation of the university's strategic goals. In their day-to-day activities, the members of the Senate worked closely with the University Council, the Rector's Office and the structural units.

In addition to its basic functions, as defined by law, the Senate's aim each year was to initiate and foster activities aimed at mobilising the university community. In 2023, the Senate established the MRU Senate Badge of Honour and on 17 May 2023, the first badges were awarded to two members of the community who were selected as the ones who most closely reflect the Senate's proclamation of 2022-2023 as the Year of Freedom for Ukraine. Continuing the tradition started in 2022, the MRU Senate declared the new academic year 2023-2024 as the Year of Recognition and Integration, symbolically marking the twentieth anniversary of the restoration of Lithuania's statehood and the achievement of its strategic and geopolitical goals - Lithuania was finally recognised as a part of the Western democratic and human rights civilisation, securing its security (NATO accession) and the prerequisites for its socio-cultural development (EU accession). In the current context of geopolitical tensions, and especially in the context of the war against Ukraine, these achievements appear even more important than previously thought. It has also given Lithuania the opportunity to help others on the path of integration - to become a giving as well as a receiving state and society. This path is also reflected in the path of MRU: from a national university we have become an international university, integrating into international research and study networks, and we have not forgotten others who are heading in our direction, giving them the opportunity to come, to explore, to study, to research.

MAJOR 2019-2023 ACHIEVEMENTS OF THE SENATE

• NAMES OF MRU HONORARY DOCTORATES AWARDED	3
• NAMES OF MRU HONORARY PROFESSOR AWARDED	17
• NAMES OF MRU HONORARY MEMBER AWARDED	9
• MRU PROFESSOR EMERITUS TITLE GRANTED	1
• NAMES OF MRU PROFESSOR AWARDED	7
• NAMES OF MRU DOCENT AWARDED	3
• NAMES OF MRU AFFILIATE PROFESSOR AWARDED	14
• NAMES OF MRU AFFILIATE ASSOCIATE PROFESSOR AWARDED	7
• NAMES OF MRU AFFILIATED LECTURER AWARDED	5
• HONORARY BADGES OF MRU SENATE AWARDED	2
• THE STRATEGIC DOCUMENTS OF THE UNIVERSITY'S ACTIVITIES AND ITS DEVELOPMENT WERE CONSIDERED	31
• DOCUMENTS DISCUSSED ON STUDY ISSUES	180
• DOCUMENTS DISCUSSED ON SCIENTIFIC ACTIVITIES	13
• DOCUMENTS DISCUSSED ON STAFF DEVELOPMENT AND CAREER ISSUES	34
• FINANCIAL DOCUMENTS DISCUSSED	47
• ORGANISATIONAL ISSUES DISCUSSED	37



DEAN OF THE SCHOOL OF LAW
**PROF. DR. LYRA
 JAKULEVIČIENĖ**

Over the past 5 years, the Law School has developed a new generation of legal study products – Master of Law LL.M programmes for practitioners, certification/micro-credential programmes, and the first bachelor’s programme in English. Experiential training has been developed in these studies, and free legal assistance for the public is integrated into the study process. The Law School created the first mentoring programme, which currently includes around 150 mentors. The Law School maintains leading positions in Lithuania and the region in innovative areas of law (e.g., law and technology, fintech, mediation, etc.) and in the offering of international law programmes. In research, a new programme focusing on the interrelationships between law, technology and sustainability was approved and is under implementation, several collective monographs were published in international publishing houses, and significant research was carried out to contribute to the national reforms of the legal system, courts, the prosecutor’s office, and ensuring human rights. The first postdocs appeared, the initiative for student research work was renewed, and the first student research projects were launched. Every year, the Law School attracts prestigious international events in the field of law: the JURIX Law and Technology Congress, international mediation tournaments, the World Medical Law Congress, European insolvency law conferences and others.

The year 2023 required us to focus on the accreditation of 29 legal programmes at the Law School, as well as external research evaluation and active participation in institutional accreditation. In the field of studies, last year, for the first time in recent years, the number of those who wanted to study law increased in the bachelor’s, master’s and additional studies areas. Throughout 2023, 449 students and 133 students of additional studies were admitted, along with 18.8% more bachelor’s students and 4.2% more master’s students. The largest increase in the number of student admissions was in the Law and Global Security bachelor’s programme (the number of students increased by 50% compared to 2022), slightly more admissions were observed in the Law and Financial Technologies specialisation (+21.7%), and enrolment rates in other programmes were similar to 2022. International studies have attracted students from various regions of the world (the EU, Eastern Europe, Switzerland, Canada, Colombia, Guatemala, Sri Lanka, Bangladesh, Vietnam, etc.). Last year, 125 degree-seeking international students and 109 exchange students from more than 15 countries studied at the Law School. This is the largest number of countries represented in the history of some study programmes. Currently, international students make up almost 11% of Law School students.

Last year, the Law School, in cooperation with the Money Laundering Prevention Competence Centre and the Ministry of Finance, trained over 200 money laundering and terrorist financing prevention specialists. Cooperation with the State-Guaranteed Legal Aid Service and the Lithuanian Bar Association has begun on the creation of specialised training programmes for lawyers providing secondary state-guaranteed legal aid to minors and other

vulnerable persons, with the aim of improving the quality of such aid in Lithuania. It is planned that in 2024 three such specialised programmes will be implemented.

In the field of research, in 2023 the Law School achieved and exceeded the planned results for research by 43%. From a qualitative point of view, important publications were published, including in recognised international publishing houses, which contributed to the implementation of the new research programme (e.g., the monograph *Law and Sustainability* in English). A number of significant international events were held: the World Health Law Congress, the INSOL Europe International Insolvency Law Conference, the Global Security and Law Conference, the International Mediation Tournament and Conference, and international conferences on criminal justice and Ukrainian issues alongside national scientific events on administrative law, the interaction of law and technology, personal insolvency proceedings, climate change litigation and other relevant topics.

Although the number of admitted doctoral students remains stable, the number of successfully defended dissertations is increasing. In 2023, 8 dissertations were defended. The first MRU Doctor Europaeus (European Doctorate) certificate was issued last year to a joint doctoral student of the Law School and the University of Basel. There are currently 18 international doctoral students at the Law School, and 4 doctoral students prepared theses under cotutelle agreements with foreign (Basel, Ghent, Lisbon, Bordeaux) universities. It is particularly gratifying to note progress in involving bachelor's students in research activities. Last year, for the first time, 5 out of 6 applications by Law School students for scientific research, as well as 5 out of 6 applications for research during semesters, received funding from the Lithuanian Research Council.

In 2023, the Law School LegalTech Centre won the UNESCO Chair on AI, Emerging Technologies and Innovations for Society initiative. Moreover, the Memory and Justice Research Centre was established, which will conduct interdisciplinary scientific research investigating the influence of the memory phenomenon on legal, social and historical reality.

The positive impact of scientific research in 2023 was observed in the areas of criminal law and procedure, judicial and prosecutors' system mediation and other areas. In the field of project activities in 2023, the Law School implemented 42 projects, the value of which attributable to MRU was €2.99 million. Furthermore, 27 new project applications were submitted for financing. Last year, the value of services (research and training) provided almost doubled, amounting to €435,228 (in 2022 – €240,880). In the same year, the Law School's initiatives for society and the community were primarily in the field of legal education: the eighth National Legal Olympics for schoolchildren was organised, with a record registration of 3,200 pupils. The Law School also provided free legal aid to the public, with a 33.5% increase in inquiries last year that saw 233 requests received and answered.

The activities of the Baltic-Ukrainian Centre included the activities of researchers, the signing of new cooperation agreements with universities in Ukraine, joint scientific and other events with Ukrainian partners, and the organisation of humanitarian initiatives. Law School teams have actively participated in international moot court competitions (achieving 7th place out of 37 in the Paxmoot insolvency law competition). In 2023, new initiatives for MRU law alumni were implemented.

In 2024, the main priorities will be focused on restructuring the portfolio of study programmes, implementing new foreign partnerships, expanding micro-credential and certification programmes, creating and engaging research groups in the international ERUA consortium, strengthening the competences of researchers in new areas, and consolidating support for young researchers.

Expressing my gratitude to all colleagues for their excellent results over the past year, I invite each and every one of you to meet with openness and enthusiasm the new and meaningful challenges that await us in 2024!

KEY FIGURES OF LAW SCHOOL 2023

- STUDENTS: 1756
- LECTURERS: 118
- OF THESE WITH PHDS: 79
- NUMBER OF NATIONAL PROGRAMS: 19: 6 (B), 8 (M), 5 (LLM)
- NUMBER OF STUDENTS FROM ABROAD: 125 (degree), 109 (Erasmus)
- NUMBER OF TEACHERS FROM ABROAD: 20



DEAN OF PUBLIC GOVERNANCE
AND BUSINESS FACULTY

**PROF. DR. DARIUS
ŠTĪTILIS**

In 2019–2023, the smooth running of the study process, the organisation of events and other initiatives, and productive research activities were achieved, improving many indicators. I would like to sincerely thank every member of the faculty community for this!

In 2019–2023, the faculty's curriculum package was optimised due to changing market realities. The study programme grid was repeatedly revised and the offer of study programmes was optimised, while maintaining the faculty's existing fields of study and offering new study programmes/specialisations. The number of master's programmes was optimised to such a number that, for example, in 2023, each master's programme had at least 7–8 state-funded places. This has created realistic prerequisites for the successful recruitment of student cohorts. While the overall number of students has remained stable, a trend towards an increase in the number of international students emerged in the 2020–2023 period. New study programmes that were successfully launched in recent years include Data Analytics in Public Management, Digital Media Development, Politics and Communication, Brand and Advertising Management, and the project study programme in Education and Science Policy and Management. The aim is to keep up with market trends and to offer a package of study programmes that meets market needs. The success of the faculty's flagship MBA programme is encouraging. The programme's reputation is growing, with student numbers increasing by several hundred percent compared to 2019–2020. This is testimony to the high quality of studies and the non-traditional approach to both attracting students and the study process (various visits to social partners, experiential learning, etc.). We are delighted with the number of successful admissions to the Governance & Administration of Leisure and Sports International Master (GOALS) joint study programme in the last two years. The Education and Science Policy and Management master's programme, funded by the EU's NextGenerationEU economic recovery and resilience measure, was also launched with great success in 2023.

The successful accreditation process of the fields of study is to be welcomed: out of the faculty's 9 fields of study, four have been successfully accredited in recent years (Finance, Management, Public Administration and Business), while the self-assessment of Informatics has been submitted for peer review in 2023 and the self-assessment of Politics has begun.

Despite the high involvement of faculty colleagues in accreditation, benchmarking and other processes of the fields of study, in the 2019–2023 period, the faculty's researchers not only successfully met and often exceeded the targets and the amount of scientific output for each specific year, but also made a significant qualitative leap in their scientific activities (both in terms of the percentage of publications in WoS and/or Scopus out of the total number of papers under review (growing from 40% to 67% in the 2019–2023 period), and in the number of publications

KEY FIGURES OF PUBLIC GOVERNANCE AND BUSINESS FACULTY 2023

in WoS and Scopus), as well as in terms of the percentage of Q1 and Q2 publications as a percentage of all WoS and/or Scopus publications (growing from 75% to 83% in the 2019–2023 period). The percentage of scientific monographs/scholarly studies published by internationally recognised scientific publishers as a percentage of all publications of this type has also increased significantly – from 44% in 2019 to 71% in 2023. The steady improvement in scientific indicators reflects a clear focus on quality and internationalisation.

I am confident that the continued success of the two academies (the Academy of Economics and Business and the Academy of Leadership), new initiatives and strategic partnerships (e.g., the launch of the Australia-Lithuania Cyber Security Research Centre with RMIT University in Australia), new projects that have been won and/or launched (e.g., new projects in the field of cyber security), and new social partnerships and other initiatives will help us to continue to move forward in building the university of the future – a leader of the Social Sciences!

- STUDENTS: 1504
- LECTURERS: 97
- IŠ JŪ ĮGIJĘ DAKTARO LAIPSNĮ: 76
- OF THESE WITH PHDS: 19 PROGRAMS AND 3 SPECIALIZATIONS (M);
9 PROGRAMS AND 3 SPECIALIZATIONS (B)
- PROGRAMS IMPLEMENTED WITH FOREIGN UNIVERSITIES: 7 (B,M)
- NUMBER OF STUDENTS FROM ABROAD: 226 (DEGREE), 164 (EXCHANGE)
- NUMBER OF LECTURERS FROM ABROAD: 18



DEAN OF PUBLIC
SECURITY ACADEMY

**PROF. DR. SNIEGUOLĖ
MATULIENĖ**

In 2019–2023, the activities of the Public Security Academy (hereinafter – PSA, the academy) were based on the objectives set out in the context of the university’s Strategic Directions. During this 5-year period, the PSA has implemented various strategic objectives and initiatives to enhance academic education, research and innovation in the field of public security, as well as to promote community inclusion and sustainability.

During the reporting period, the strategic perspectives of the PSA to integrate into the public security ecosystem were a major focus, and the academy’s influence on and social responsibility to society were consistently developed. In the reporting year, the description of the Public Security Studies was approved by the Order of the Minister of Education, Science and Sport, which obliged us to assess the ecosystem of competence development for public security officers (civil servants) and to present a model of this ecosystem not only to the Ministry of Education, Science and Sport, but also to the Government of the Republic of Lithuania. The aim of this ecosystem is to combine its separate parts into a whole in order to create and operate an advanced system of competency development for public sector security professionals, based on the results of scientific research and the best experience of foreign countries and international organisations and institutions. The PSA community, together with social partners, is ready to implement the presented model.

Cooperation with the European Border and Coast Guard Agency (FRONTEX) has continued consistently since the PSA became a partner academy of FRONTEX. One of the main activities implemented in the context of this partnership is a joint programme (the implementation of the programme was suspended in 2021) for the training of senior European Union officials. In 2023, an application was submitted for the renewal of the consortium partnership for the joint master’s programme of Strategic Management of State Border Security. The implementation of this programme with previous consortium partners (including, in addition to the MRU PSA and FRONTEX, the Netherlands Defence Academy, the University of Salamanca, Spain, the Spanish University of Distance Learning, and the Rezekne Academy of Technology in Latvia) is planned.

All study programmes at the academy were organised and implemented according to the principle of competence accumulation on the basis of the Lithuanian Competence Framework, ensuring the recognition of acquired competences and the transition from one level to another. In this way, students’ freedom of choice in planning their careers and acquiring competences that ensure attractiveness in the labour market is promoted.

The PSA, in cooperation with European Union agencies (FRONTEX, CEPOL), promotes European and international law enforcement cooperation through training.

The PSA promotes the coherent and systematic development of interdisciplinary science and research and cooperation with social partners. This is achieved through regular dialogue with various law enforcement authorities, the implementation of targeted and relevant research projects in the field of security and intensive cooperation with public security professionals.

Research perspectives in public security cover a wide range of topics: the security implications of new technologies, information systems' security, research on the resilience of societies to hybrid threats, research on the (in) security of particular groups in society, and other areas. Research development aims not only to uncover existing challenges, but also to develop new solutions that contribute to the overall safety and wellbeing of society.

In 2019–2023, the aim was to develop security research in a targeted manner and to seek publications in top-level security research journals. The PSA is currently developing a holistic concept of security science, becoming a leader in this field of research in Lithuania. Each year, the number of interdisciplinary high-level publications is growing, integrating all of the fields of science that are currently included in public security research – law, economics, management, sociology, and educational science.

The validity of the chosen research strategy in the field of the PSA was also confirmed by the conclusions of the experts of the Comparative Science Assessment, who noted that scientific experience in public security research in the field of law can contribute to MRU becoming a globally recognised scientific leader, especially the university's exceptional experience in conducting research on public security and the security of external borders in the context of the war in Ukraine, and research on the impact of AI on the security of society.

In line with MRU's strategic focus on high-quality, international interdisciplinary centres of excellence at the university, the Sustainable Security Research Centre was established in April 2022 at the PSA. In 2022 and 2023, the vision and strategy of the centre were developed and a decision was taken to develop the centre as a virtual platform.

In 2023, the Regulations of the Jūrė Public Security Academy Practical Skills Development Centre were drafted and submitted for approval. In 2024, the centre will be equipped with the environment and training grounds necessary for the formation and development of the modern practical skills of students. The centre will provide students with general and specific competences and practical skills in the PSA study programmes, as well as practical training, education and continuous professional development for public security officers, as required and agreed with social partners.

Internal and external communication is an important performance criterion for the academy. This is an exceptionally important activity in order for the academy to increase its visibility and interaction with its various stakeholders. It is encouraging that during the reporting year, the academy's internal communication has been given considerable attention, as it is a key factor in fostering cooperation, knowledge sharing and ensuring the smooth flow of information between faculties, staff and students. External communication in 2019–2023 has become a bridge between the academy and public and social partners, contributing to the academy's prestige, promotion and wider knowledge and recognition. This joint effort in internal and external communication has not only strengthened the academy's internal community, but also fostered multifaceted cooperation with external partners in the implementation of the strategic development vision.

Over the 2019–2023 period, the PSA has achieved impressive results, including growth in academic achievement, the development of research outputs, strengthening international collaborations, and promoting community sustainability. The last 5 years of the PSA have been marked by achievements, the joy of fellowship, internal debates and the problematic nature of daily life. I am confident that we will remain UNITED, STRONG and RESPONSIBLE in the future, and that the goals we set will be accompanied by success and recognition.

I am happy to have been able to watch the growth and development of the academy.

KEY FIGURES OF PUBLIC SECURITY ACADEMY 2023

- STUDENTS: 819
- LECTURERS: 82
- EMPLOYEES: 2
- AMONG THEM, THOSE WITH A DOCTORATE DEGREE: 41
- NUMBER OF PROGRAMS: 5 (B), 4 (M)
- NUMBER OF STUDENTS FROM ABROAD: 4 (EXCHANGE), 16 (IN SEPARATE STUDY SUBJECTS)
- NUMBER OF LECTURERS FROM ABROAD: 23



DEAN OF HUMAN AND SOCIAL
STUDIES FACULTY

**PROF. DR. ODETA
MERFELDAITĖ**

Thanks to the consistent efforts of the Faculty of Human and Social Studies community (hereinafter – FHSS), we have managed to achieve some truly remarkable results in a short time. The strength of the FHSS is its focused community, in which four different independent units (Psychology, Education and Social Work, Humanities and Communication) have been able to reinforce each other in order to achieve their goals. The interdisciplinarity of the faculty's activities has been deservedly identified as one of the faculty's strengths by external experts (2023).

We are proud of the faculty's high-quality programmes in 8 fields of study (Psychology, Education, Communication, Management, Philology, Translation, Social Work, Pedagogy) in Lithuanian and English. Over the years of the faculty's existence, the bachelor's degree programmes in Translation and Editing, Subject English and other foreign languages and their specialisations (Subject English and Korean Studies), the master's degree programmes in Public Relations Management, the master's degree programme in Social Work, available in the regions of Marijampolė and Utena, the master's degree programme in Protection of Children's Rights available in Kaunas, and the doctoral programmes in Psychology and Education have all been accredited for a period of 7 years. A new master's degree programme in Educational Technology Management, specialising in School Management, has been launched.

The FHSS has successfully implemented the first international European joint master's degree programme in Social Work with Children and Young People in Lithuania, which is run together with international partners – the Stradin University of Riga (Latvia), the University Institute of Lisbon (Portugal) and the Catholic University of Ružomberok (Slovakia). This programme is very popular internationally, with 21 students applying per place each year. The implementation of this programme is an excellent starting point for the initiation of new study programmes, in particular for multiple diplomas, in different fields of study.

The quality of studies at the Faculty is best demonstrated by the steady increase in the number of students (from 1,388 students in 2020 to 1,736 students in 2023, representing a growth of 20%). The number of international degree-seeking students has increased by 27%, with degree-seeking students from 49 countries currently accounting for 16% of the total number of students studying at the Faculty.

The FHSS continues to successfully carry out high-level research and experimental development (R&D), successfully integrating into the European Research Area, concentrating scientific potential and disseminating scientific results. We are proud of the faculty's scientific results, which remain relatively stable. It should be noted that the number of scientific publications in Clarivate Analytics Web of Science and/or Scopus database publications with

KEY FIGURES OF HUMAN AND SOCIAL STUDIES FACULTY 2023

citation indexes in international journals is increasing at the faculty, albeit only slightly. The results of the comparative evaluation of science are more than 3 points in almost all fields of science, and 4 points in the field of Psychology. The participation of researchers in the editorial boards of international journals (published by UNESCO, Taylor & Francis, De Gruyter, Palgrave Macmillan Studies) increases the visibility of the FHSS and the recognition of its researchers in the international arena.

The strength of the faculty is its sustainable national and international partnerships in project activities and life-long learning. Each year, the faculty's researchers submit over 50 project proposals and implement over 50 national and international projects. The faculty's projects vary in nature, scope, budget and duration and contribute to the creation of knowledge and the improvement of studies and professional practice. During these years, the faculty has consistently worked to optimise the portfolio of project applications and projects, focusing on international research projects and sustainable scientific partnerships. The amount of outsourced services provided to the public has increased several times over the years.

I would like to express my sincere gratitude to every member of the FHSS community for the promotion of the name of the faculty and the university in Lithuania and abroad, and for their dedication to their activities, because we are strong only together.

- STUDENTS: 1448
- LECTURERS: 111
- RESEARCH STAFF: 6
- OF THESE WITH PHDS: 82
- NUMBER OF PROGRAMMES: 7(B), 8 (MA), 1 (PROFESSIONAL STUDIES)
- JOINT PROGRAMMES WITH FOREIGN UNIVERSITIES: 1 (MA)
- NUMBER OF INTERNATIONAL STUDENTS: 255 (DEGREE), 98 (EXCHANGE)
- NUMBER OF FOREIGN LECTURERS: 46

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