



Mykolas Romeris
University

Mykolas Romeris University

STRATEGY

2024–2029

Identity

A dynamic, international,
technologically advanced
and sustainable university
for an individual, society
and the state.

Steps Towards a Sustainable Future

We are pleased to present the 2024-2029 strategy for Mykolas Romeris University (MRU). This strategy reflects the collective efforts of our entire University community. Through extensive discussions, we have drawn on MRU's development experiences, our shared work, and have set new goals for the next six years.

The process of developing this Strategy has provided a strong impetus for us to collectively explore the best ways to ensure sustainable transformation and to enhance the University's leadership in the fields of social sciences and humanities. Moreover, it positions us to contribute significantly to progressive societal changes, both nationally and internationally. Working together on this initiative has brought our team closer, allowing us to reflect carefully on the lessons learned from the pandemic, the ongoing war in Ukraine, and other global challenges. These reflections have enabled us to anticipate and implement measures that increase our resilience in the face of future threats, and to apply innovative study methods and technologies. I would like to extend my heartfelt thanks to all colleagues and students who contributed their in-sights and suggestions to this important document.

During our discussions on the new strategy, we reaffirmed our commitment to foster a MRU identity that is dynamic, international, technologically advanced, and sustainable – an institution that serves individuals, society, and the state. We have also committed to upholding the principles of academic freedom and institutional autonomy, alongside the core values of integrity, trust, justice, respect, responsibility, and courage. These commitments guide us in fulfilling MRU's mission to serve science, enhance human well-being, strengthen society, and bolster Lithuania's democratic state.

Sustainable progress in a knowledge-based society is driven by free, creative, responsible, and critical thinkers – precisely the kind of individuals nurtured within our academic community. Our strategy envisions the creation of a sustainable environment



that fosters study, research, and individual's professional success, which is based on our values, social innovation, and societal impact while pursuing to achieve sustainable development goals.

The strategy outlines specific objectives for mobilizing the community, enhancing the quality of studies, and increasing the societal impact of our research. These objectives, along with the implementation milestones and indicators, are rooted in our real potential to unlock the capabilities of Lithuania's youngest public university. As we approach 2025, marking 35 years since our establishment, we reflect on the strong institutional foundation built by the University's founders, academic and administrative staff, in collaboration with partners from Lithuania and abroad. This foundation now positions us to take bold new steps to further strengthen MRU as an international leader in technologically advanced higher education.

I sincerely hope that every member of the MRU community – faculty, researchers, administrative staff, students, and alumni – will contribute creatively to the implementation of this strategy. MRU is a creative hub for all of you, generating ideas that will shape the future for all of us. Wishing you success, new discoveries, and achievements!

Prof. Dr. Inga Žalėnienė
Rector of Mykolas Romeris University

The First

Higher Education Institution After the Restoration of the Independence of the Lithuanian State

Mykolas Romeris University, the first Higher Education institution established after the restoration of the independence of the Lithuanian State on 11 March 1990, is a modern and contemporary university intrinsically linked to the development of the Lithuanian State.

The establishment of the University was motivated by the need to organise the governance of the Lithuanian State in accordance with the rule of law, democracy, publicity, accountability to society, respect for human rights and freedoms, and other principles of a democratic state governed by the rule of law, to create new state governance institutions, to reorganise the Lithuanian legal system in order to train qualified lawyers, specialists in the fields of public security, public administration, business, economics and a variety of other fields of social sciences, and to expand the sector of higher education by opening up new opportunities.

Every stage of the University's progress – from the Lithuanian Police Academy, established in 1990 as a specialised higher education institution, to a fullfledged University of Social Sciences and Humanities, educating students of various specialities, implementing research internationally, and on 28 October 2004 granted the name of the founder of the Lithuanian Constitutional Law, a prominent public and state figure of interwar Lithuania, Mykolas Römeris – was marked by new challenges and new attainmnets. The University promotes research and study activities, joins into significant international and national explorations, creates and implements innovative study programmes, and makes a major impact on the development of society and the state. The University has joined the international scientific and study area.



Our Goals

The strategy of Mykolas Romeris University (hereinafter referred to as the University) for 2029 outlines the most important strategic goals, objectives and performance indicators of the University at the national and international level drawn from the three University missions (studies, research and service to society) that are implemented by developing internationalisation, reaching sustainable development goals and strengthening of the Lithuanian society through social innovations.

The University seeks to enhance the well-being of the University community and to develop an organisational culture that promotes human dignity, community involvement in decision-making, transparency, continuous progress, openness, initiative, collaboration, equal opportunity, diversity and inclusiveness, while responding to the individual needs of each community member.

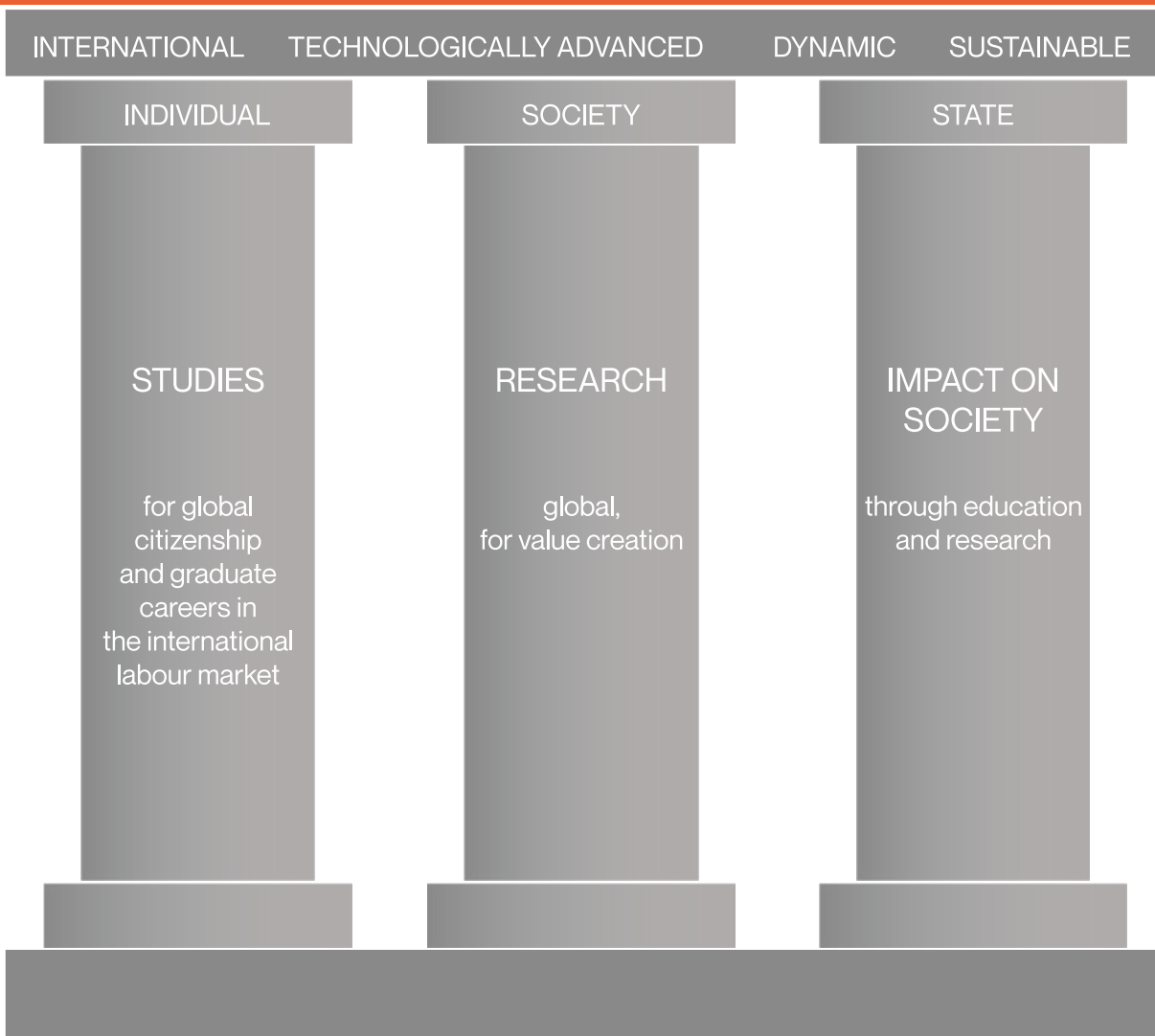
Values

The University, a signatory to the Magna Charta Universitatum guidelines for universities, which define the role of universities in society, along with other European universities, is guided by the principles of academic freedom and institutional autonomy enshrined in these guidelines. The University adheres to the fundamental values identified by the International Centre for Academic Integrity (ICAI):

- **Honesty**
- **Trust**
- **Fairness**
- **Respect**
- **Responsibility**
- **Courage**

VISION 2029

Mykolas Romeris University aims to become a beacon of international and technologically advanced higher education in Lithuania and a national leader in social innovation and sustainability in the areas of studies, research and service to society by building an organisational culture that fosters the well-being and personal development of every member of the community.



THE UNIVERSITY COMMUNITY
for a stronger, sustainable and resilient society

HONESTY

TRUST

FAIRNESS

RESPECT

RESPONSIBILITY

COURAGE

Mission

Mykolas Romeris University, exercising its right of autonomy granted by the Constitution of the Republic of Lithuania, and being aware of its responsibility, serves science, human development, societal and national well-being, fosters the democratic state of Lithuania, promotes the harmonious, research-driven progress of the society, educates individuals to be free, creative, responsible, critical thinkers committed to lifelong learning, and creates pathways to personal and professional success for every member of the community.





Vision

Mykolas Romeris University aims to become a beacon of international and technologically advanced higher education in Lithuania and a national leader in social innovation and sustainability in the areas of studies, research and service to society by building an organizational culture that fosters the well-being and personal development of every member of the community.

In pursuit of its vision, the University sets strategic objectives, activities, milestones and performance indicators across three interrelated University missions in studies, research and services to society, and seeks to ensure the necessary resources to achieve them.

Together with the partners of the European Reform University Alliance (ERUA), the University aims to establish a robust and cutting-edge academic hub, contributing to the creation of a free, fairer, and more democratic Europe, while shaping a peaceful, just, and sustainable future.

Strategic Foundation

University Community

for a Stronger, Sustainable and Resilient Society

The foundation of the Strategy is to create and maintain the right organisational conditions for achieving Strategic Vision 2029. The Community needs adequate resources and competences to be able to deliver high quality studies and research and to contribute actively to the societal advancement in Lithuania. Providing the necessary infrastructure and work environment, and nurturing a community-based culture, forms the basis for quality studies, research, and service to society.

Strategic objectives:

(SF1)

Increasing internationalisation, recruitment and retention of students and staff.

(SF2)

Enhancing the system of continuous professional and personal development.

(SF3)

Modernising infrastructure based on universal design principles.

(SF4)

Managing and improving the quality of business processes and the efficient use of the University's resources, guided by the principles of the circular economy and leveraging the potential of modern digital technologies.



M R U

Mykolo Romo
universiteta

Mokslo ir inovacijų

Strategic Pillar **1**

Studies

for Global Citizenship and Graduate Careers in the International Labour Market

This strategic pillar focuses on the first mission of the University – studies. In alignment with the objectives and actions outlined in the Strategic Foundation, the core objective of the pillar is to enhance the overall quality and impact of studies offered at MRU by focusing on: the internationalization of studies, greater intake of motivated students, successful graduation rates, increased student satisfaction, the continuous advancement of teaching and learning through teaching staff training, the use of state-of-the-art technologies and facilities in the study process, and the promotion of innovation in teaching and learning methodologies.

University education should foster the development of a globally-minded individual who can act effectively and responsibly across social, political, economic, ecological and cultural domains, both nationally and internationally.

Strategic objectives:

(SPs1)

Promoting a structured and systemic approach to internationalisation of studies.

(SPs2)

Fostering studies' quality culture.



Strategic Pillar **2**

Global Research

for Value Creation

This strategic pillar supports the University's second mission – research. The objective within this pillar is to increase the international visibility of the University's research portfolio and the value added to society.

To this end, the University is improving its research culture by focusing not only on the quantity of research, but also on the benefits of research results for the state, business, and society.

This will include the creation of a Research Excellence Programme aimed at fostering greater thematic coherence and focus, collaborative projects, and supporting research activities, while refining the mechanisms for assessing and promoting scientific excellence. A strong emphasis will be placed on attracting, developing, and retaining young researchers, supporting their participation in collaborative research projects with other partners such as public sector and business organisations within in the innovative ecosystem.

Strategic objectives:

(SPr1)

Increasing the impact and visibility of research results.

(SPr2)

Transfer of knowledge, skills and technology to society, strengthening the University's engagement and leadership in the innovative ecosystem.



Strategic Pillar **3**

Impact on Society

Through Education and Research

The emphasis of the third strategic pillar falls on the University's ambition to contribute to the development of the Lithuanian and international communities by addressing socially significant issues and promoting diverse forms of lifelong learning.

The University makes a significant contribution to strengthening the public sector in Lithuania and in the Eastern Partnership countries of the European Union, Ukraine in particular, as they prepare to join the EU or seek to maintain close international cooperation.

In cooperation with stakeholders, the University will contribute to the development of international competences of law enforcement authorities, to training of education professionals in accordance with the best international practices and standards, and to capacity building of the public sector and business in the areas of digital transformation and cybersecurity.

The University will also prioritize the sustainable development of academic campuses. In order to strengthen ties with the Sudovian region, a Sudovian Academy Campus will be created in Marijampolė.

Strategic objectives:

(SPis1)

Building a comprehensive lifelong learning system.

(SPis2)

Creation of a sustainable regional academic campus to enhance the region's innovativeness and competitiveness through augmenting regionally relevant studies and research.

(SPis3)

Strengthening the capacity of the public sector in Lithuania and the EU Eastern Partnership countries in the areas of integration into international organisations, law enforcement, cybersecurity, digital transformation, environmental protection and sustainability, and modernisation of the education system in line with the best international practices and standards.



Strategic Foundation

University Community

How do we achieve strategic goals?

(SF1)

Increasing internationalisation, recruitment and retention of students and staff through the following activities:

- creation of new opportunities, particularly within the European Reform University Alliance (ERUA), for incoming and outgoing mobility of teaching and administrative staff;
- focusing on the acquisition and transfer of skills and experience;
- attracting and retaining international talent for research and teaching;
- application of a targeted marketing strategy for students' recruitment, increasing and improving the selection procedure and admission rates of international students;
- provision of a wider range of support services including supportive supervision, academic guidance, mentoring and language support for international students;
- improvement of student graduation rates;
- raising an inclusive alumni community;
- building an ecosystem of support and retention for early-career researchers.

Strategy implementation milestones

Milestones	Implemented by	Year
MS1: Developing a strategy and an implementation mechanism for maintaining links with international and globally oriented alumni	Academic units Communication and Marketing Centre Vice-Rector for Studies	2025
MS2: Developing a programme to recruit international faculty members	Vice-Rectors	2025
MS3: Developing a strategy for attracting, augmenting and retaining early-career researchers	Academic units Vice-Rector for Research and Innovation	2025
MS4: Developing a recruitment strategy aimed at attracting prospective international students from targeted regions	Academic units Vice-Rector for Studies	2025

How do we achieve strategic goals?

(SF2)

Enhancing the system of continuous professional and personal development through the following activities:

- creating a work environment that balances organizational, individual, and social needs;
- launching lifelong learning and personal development programmes for employees;
- focusing on the physical and mental well-being of the community through holistic wellness programmes and support mechanisms;
- fostering University shared history and traditions to shape and consolidate the identity and culture of the community.

Strategy implementation milestones

Milestones	Implemented by	Year
MS5: Establishment of a continuous system of professional development for academic and administrative staff	Academic units Vice-Rectors	2026
MS6: Setting a system of activities and training to facilitate a better mental and physical well-being at the University	Vice-Rector	2026
MS7: Founding of Mykolas Römeris History Museum	Library Vice-Rector for Research and Innovation	2027

How do we achieve strategic goals?

(SF3)

Modernising infrastructure, resource efficiency based on universal design principles through the following activities:

- strengthening the resilience of critical infrastructure and information technologies;
- proactively integrating state-of-the-art digital technologies in all University function areas;
- digitising the University's archives;
- modernising and optimising the infrastructure and services of the campuses in Vilnius, Kaunas and Marijampolė;
- developing a strategy for sustainable use of the University's resources, emissions and waste reduction in line with national and international standards, based on the principles of circular economy, product lifecycle and eco-design, and in line with climate neutrality objectives;
- raising awareness of environmental protection and sustainability among the University community and general public through participation in educational and social activities.

Strategy implementation milestones

Milestones	Implemented by	Year
MS8: Renovating and modernising the University's campus in Marijampolė	Director of Infrastructure and Technology	2025
MS9: Preparing a strategy and implementation plan for the modernisation of the critical infrastructure and information technology in the University	Director of Infrastructure and Technology	2025

How do we achieve strategic goals?

(SF4)

Managing and improving the quality of business processes and the efficient use of the University's resources, guided by the principles of the circular economy and leveraging the potential of modern digital technologies through the following activities:

- application of sustainable business process management principles and state-of-the-art digital technologies to improve the efficiency, compatibility and adaptability of the management and administrative processes at the University, along with continuous training and professional development courses and the introduction of digital self-serving systems;
- boosting efficiency, effectiveness and user-friendliness of the University's personnel management services;
- developing staff motivation system by creating a set of personalised fringe benefits;
- promotion of management culture of equal opportunities, inclusiveness, sustainability and transparency;
- improvement processes of internal and external communication.

Strategy implementation milestones

Milestones	Implemented by	Year
MS10: Applying for the „Excellence in Human Resource Science Award“	Academic units Vice-Rector for Research and Innovation	2026
MS11: Installing EDINA personnel management system	Vice-Rector	2024
MS12: Developing an electronic student archive system	Vice-Rectors Director of Infrastructure and Technology	2025
MS13: Developing University's social stakeholders contact data bank	Vice-Rectors Director of Infrastructure and Technology	2026
MS14: Developing the concept of the University Library as a space for information and communication exchange	Academic units Director of Infrastructure and Technology Vice-Rector for Research and Innovation	2025

Key performance indicators for implementing the Strategy

No.	Indicator	2023	2026	2029
01-1	Rate of students' satisfaction (%)	61	70	80
01-2	Share of international teachers in total number of teachers (%)	8	15	20
01-3	Rate of employees' satisfaction (%)	63	67	70
01-4	Proportion of University premises renovated and modernised (%)	5	35	85
01-5	Timely graduation rate (%)	54	67	80



Strategic Pillar **1**

Studies

(SPs1)

Promoting a structured and systemic approach to internationalisation of studies:

- developing competitive portfolio for international studies with an "international by design" approach;
- to provide an international mentoring, international academic and business partnerships;
- to offer more joint or double degree programmes with a sustainable funding mechanism;
- to update the content of study programmes to provide students with competences to address the current challenges of societal transformation in sustainable way.

Milestones for implementing the Strategy

Milestones	Implemented by	Year
MS15: Introducing the brand of "MRU international"	Communication and Marketing Centre Vice-Rector for Studies	2025
MS16: Expanding mentorship system with international mentorship	Academic units Vice-Rector for Studies	2025
MS17: Developing certification framework to align study programmes with the Sustainable Development Goals	Academic units Vice-Rector for Studies	2025

(SPs2) Fostering a culture of quality in studies:

- to intensify internal quality processes, including the procedure for launching new degree programmes;
- to promote innovation in teaching and studying;
- to introduce a range of flexible study models;
- to develop a quality standard for blended and hybrid studies.

Milestones for implementing the Strategy

Milestones	Implemented by	Year
MS18: Developing certification framework for blended learning programmes	Academic units Vice-Rector for Studies	2025
MS19: Updating study portfolio review procedures	Academic units Vice-Rector for Studies	2025
MS20: Developing the concept for the Study Innovation Fund	Academic units Vice-Rector for Studies	2024

Indicators for implementing the Strategy

No.	Indicator	2023	2026	2029
1I-1	Proportion of national students enrolled in joint and double degree programmes (%)	35	45	55
1I-2	Proportion of outgoing students for credit mobility (including short-term) to all students (%)	3	10	15
1I-3	Proportion of foreign graduates to all graduates (I-II cycles) (%)	17	20	25
1I-4	Proportion of students experiencing internationalization at home (%)	23	37	50

Strategic Pillar **2**

Research

(SPr1)

Increasing the impact and visibility of research results:

- to emphasise the visibility of research at national and international level through extending research communication;
- to increase the added value of research for international scientific development and society, while taking into account the specific needs of a country or region;
- to provide assistance and support to international research teams pioneering sustainable social innovations within the framework of the University's Social Innovation Labs Network.

Milestones for implementing the Strategy

Milestones	Implemented by	Year
MS21: Establishing the MRU Centre of Excellence for Social Innovation	Academic units Vice-Rector for Research and Innovation	2024
MS22: Setting up CRIS science data management system	Academic units Vice-Rector for Research and Innovation Director of Infrastructure and Technology	2024
MS23: Reviewing University's Research Incentive Fund to support groups of researchers at each stage of their careers	Academic units Vice-Rector for Research and Innovation	2025
MS24: Developing an umbrella research programme for the University	Academic units Vice-Rector for Research and Innovation	2025

(SPr2)

Transfer of knowledge, skills and technology to society, strengthening the University's engagement and leadership in the innovation ecosystem:

- to create a fourfold innovation ecosystem (university - government - business - society) that ensures close cooperation between all sectors and helps to align research activities with the real needs and opportunities of the innovation ecosystem actors;
- to develop support and mentoring mechanisms for researchers to translate research results into practical applications that benefit society;
- to provide comprehensive training and education on entrepreneurship and research commercialisation for researchers.

Milestones for implementing the Strategy

Milestones	Implemented by	Year
MS25: Restructuring of the Expertise and Training Unit of the Science and Innovation Centre	Vice-Rector for Research and Innovation Vice-Rector for Studies	2025
MS26: Establishing a mentoring programme to combine academic and business experience	Academic departments Vice-Rector for Research and Innovation	2026
MS27: Regulating industrial doctorates	Academic departments Vice-Rector for Research and Innovation	2025
MS28: Developing a range of specialised training and seminars for researchers on entrepreneurship, commercialisation of research results and technology transfer	Academic departments Vice-Rector for Research and Innovation	2026

Indicators for implementing the Strategy

No.	Indicators	2023	2026	2029
2I-1	Proportion of articles published in a journal in a specific field of research included in quartiles Q1 and Q2 of the CA WoS and/or Scopus databases out of the total number of articles published in CA WoS and/or Scopus journals included in quartiles Q1 and Q2 of CA WoS and/or Scopus databases (%)	69,6	76	80
2I-2	Share of research projects in total projects (%)	30	45	50
2I-3	Number of European Research Council (ERC) grants awarded	0	1 application submitted	1
2I-4	Number of active scientific partnerships (institutions with 3 or more joint Scopus publications with MRU within 5 years)	179	230	280
2I-5	Proportion of projects with business partners out of total projects (%)	5	10	15
2I-6	Co-tutoring contracts as a proportion of the total number of doctoral contracts (%)	2,26	10	20
2I-7	Number of start-ups established after commercialisation of research results	0	1	2



Strategic Pillar **3**

Society

(SPis1)

Building a comprehensive lifelong learning system:

- to offer a range of professional development training to the public, including open access training, microcredentials, etc.;
- to develop accumulative study programmes;
- to improve the system for the recognition of competences acquired through non-formal and informal learning.

Milestones for implementing the Strategy

Milestones	Implemented by	Year
MS29: Developing a lifelong learning strategy	Academic units Vice-Rector for Studies	2024
MS30: Reviewing the system for the recognition of competences acquired through non-formal and informal learning	Vice-Rector for Studies	2024

(SPis2)

Creation of a sustainable regional academic campus to enhance the region's innovativeness and competitiveness through studies and research that meet the region's needs:

- to offer a wide range of educational programmes in the Sudovian region, including a public security specialist programme;
- to establish cooperation with the local innovation ecosystem players to develop hands-on learning opportunities, internships and research projects in line with the region's development needs.

Milestones for implementing the Strategy

Milestones	Implemented by	Year
MS31: Establishing a research programme designed to address the pressing region's development challenges	Academic units Vice-Rector for Research and Innovation	2024
MS32: Developing concepts of study programmes for the Sudovian Academy	Academic units Vice-Rector for Studies	2024

(SPis3)

Strengthening the capacity of the public sector of Lithuania and friendly neighbouring countries in the areas of integration into international organisations, law enforcement, cybersecurity, digital transformation, environmental protection and sustainability, and modernisation of the education system in line with best international practices and standards, with the aim:

- to expand the range of training for public sector professionals, including law enforcement agencies, in Lithuania and Lithuania's friendly neighbouring countries;
- to provide scientific advisory services to the public sector in Lithuania and friendly neighbouring countries;
- to create an ecosystem for the development of competences of public security officers (civil servants);
- to cooperate closely with specialised Lithuanian universities, pooling the best available human and infrastructure resources for teachers' training, research and the development of lifelong learning offer.

Milestones for implementing the Strategy

Milestones	Implemented by	Year
MS33: Developing the strategy of services to society	Academic units Vice-Rectors	2025
MS34: Developing a concept for the ecosystem of professional training for public security officers (civil servants)	Academic units Vice-Rector for Studies Vice-Rector for Research and Innovation	2025
MS35: Establishing a mechanism for cooperation with Lithuanian universities to improve the training of education professionals	Academic units Vice-Rector for Studies	2024

Indicators for implementing the Strategy

No.	Indicators	2023	2026	2029
3I-1	Number of continuous training certificates issued	2700	3100	3500
3I-2	Continuous education programme participants' satisfaction with training	–	8/10	9/10
3I-3	Number of research projects initiated to address regional challenges	–	10	15



Joana

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Abbreviations for strategic objectives, milestones and indicators used in the Strategy

Abbreviation	Explanation of abbreviation
SFx	Strategic objective No. x of the Strategic Foundation
SPsx	Strategic objective No x of Strategic Pillar 1 Studies
SPrx	Strategic objective No. x of Strategic Pillar 2 Research
SPisx	Strategic objective No. x of Strategic Pillar 3 Impact on Society
MSx	Milestone No. x
OI-x	Strategic Foundation evaluation indicator No. x
1I-x	Strategic Pillar 1 Studies evaluation indicator No. x
2I-x	Strategic Pillar 2 Research evaluation indicator No. x
3I-x	Strategic Pillar 3 Impact on Society evaluation indicator No. x

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University on 4 July 2024

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