



STRATEGY 2020–2030 OF THE LITHUANIAN ACADEMY OF MUSIC AND THEATRE

Approved by Resolution No 6-TS of the LAMT Council of 19 December
2019

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1. INTRODUCTION

The Lithuanian Academy of Music and Theatre (hereinafter referred to as LAMT, Academy) is a specialised tertiary higher education institution that delivers art studies in all three cycles, trains professional music, theatre, film and dance artists and researchers. Art activities and scientific research as well as dissemination of their results are carried out in the Academy which dates back to 1933.

The Academy's mission is to ensure sustainable development of art and art research, participate in the shaping of the national artistic education and cultural policy, foster spiritual harmony and national identity in society, educate the most artistically gifted young people into creative, proactive, entrepreneurial members of society who are open to Lithuania and the world.

By undertaking the above mission, the Academy holds onto the following values: openness and sustainability, creativity, identity, academic freedom, responsibility and tolerance, equal opportunities for all, community unity. LAMT'2030 strategy rests on the following principles: high quality, innovativeness, sustainable environment.

The following is the purpose of the Lithuanian Academy of Music and Theatre for the development of long-term strategy LAMT'2030: after evaluation of the Academy's situation today, shape the vision for the next decade and establish strategic priorities of its activities.

LAMT'2030 vision: an open and creative academic art and research community that inspires breakthroughs and creates values. The above vision will be implemented through three strategic priorities:

1. SUSTAINABLE ACTIVITY
2. INTERNATIONAL SCHOOL
3. TRANSFERABLE CULTURE

LAMT'2030 Long-term strategy will be refined in cooperation with the Academy's community with a view of unity and responsibility when responding to national and global changes.

2. LAMT TODAY¹

ORGANISATIONAL STRUCTURE AND MANAGEMENT | In 2019, three faculties and eight centres carried out studies, art and research activities at LAMT. The Academy's collegiate management bodies are the Council of the Academy, Senate and single-person management body – the Rector. The management rests on the principles of democracy, self-governance, publicity, accountability, competence and efficacy. The LAMT Student Representation unites the Academy's students.

2.1. STUDIES

STUDY FIELDS AND PROGRAMMES | LAMT delivers first and second cycle study programmes in the study fields of Music, Theatre, Film, Dance, Art Studies, Teacher Training and Management. Two first cycle and three second cycle study programmes are also delivered in English. Joint study programmes and specialisations are on offer as well: joint chamber ensemble specialisation *ECMaster* is acquired in the second cycle programme *Music Performance* delivered together with eight other European higher music education institutions, the second cycle study programme *Art Therapy* is delivered in cooperation with Vilnius University.

LAMT delivers third cycle studies, i.e. art and research doctoral studies. Art doctoral studies are delivered in the fields of Theatre and Film, the area of Performing and Screen Arts. Besides, in cooperation with Vilnius Academy of Arts and Lithuanian Culture Research Institute, LAMT offers doctoral studies in the field of Art Studies, the area of Humanities, and in the field of Ethnology together with Vilnius University and the Institute of Lithuanian Literature and Folklore.

STUDENT ADMISSION | In 2018, 188 students were admitted to first cycle studies at LAMT. Seventy-eight per cent of entrants received state funding for their studies, 22 per cent of them started studying in the state non-funded places. Eighty-five per cent of entrants listed LAMT as their first priority in the first stage of admission. The average competitive score of entrants to state-funded places was 9.24 (first place among all Lithuanian universities).

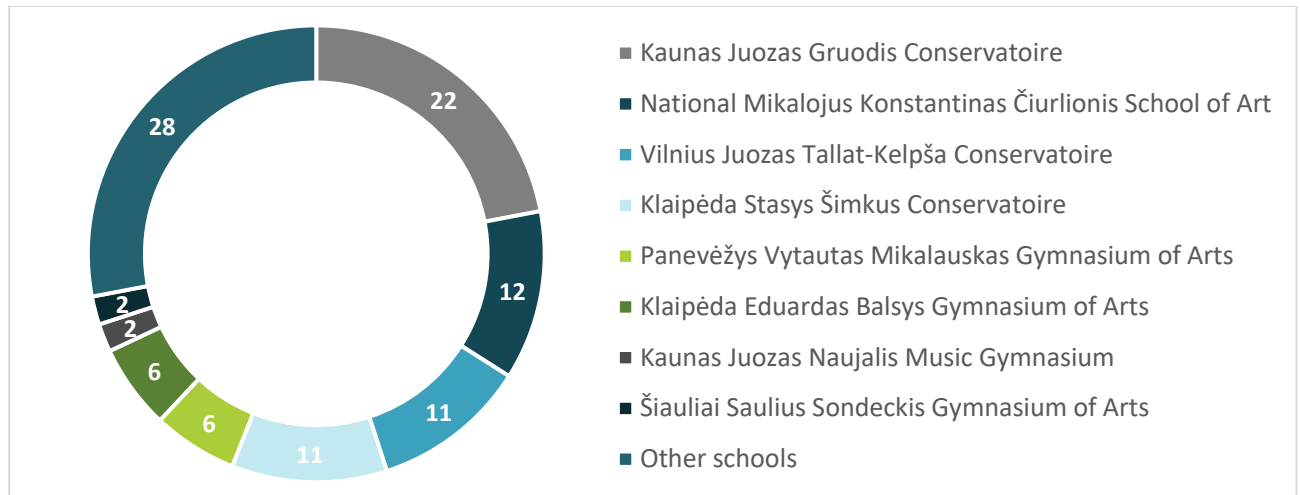
In 2018, 128 students were admitted to the second cycle studies at LAMT, including 104 entrants to state-funded places and 23 to the places paid for by students themselves.

In 2018, in total, eight students were admitted to the third cycle studies at LAMT: four were admitted to the art doctoral studies in the field of Music, two – in the field of Theatre and Film; yet another two – to the field of Art Studies.

In 2018, eight foreign nationals entered LAMT, including three students to the first cycle studies and five – to the second cycle studies.

DISTRIBUTION OF ENTRANTS TO THE FIRST CYCLE STUDIES IN THE FIELD OF MUSIC | In 2018, 72 per cent of those willing to enter the programmes in the study field of Music were graduates of art schools (conservatoires, arts or music gymnasiums): 22 per cent graduated from Kaunas Juozas Gruodis Conservatoire, 12 per cent from National Mikalojus Konstantinas Čiurlionis School of Art, 11 per cent from Vilnius Juozas Tallat-Kelpša Conservatoire and yet another 11 percent from Klaipėda Stasys Šimkus Conservatoire (see Chart 1).

¹ The Strategy is based on LAMT and other institution data of 2018.

CHART 1. DISTRIBUTION OF ENTRANT TO LAMT STUDY PROGRAMMES IN THE FIELD OF MUSIC, 2018

Source: LAMT

COMPETITIVENESS | LAMT is attractive for studies. Out of all those willing to study in the first cycle study programmes (applications submitted by 760 persons), only 25 per cent (188 persons) were admitted. In 2018, 176 persons expressed their willingness to study in the second cycle study programmes. Only 128, i.e. 73 per cent of them, were admitted. In 2018, 19 persons attempted to enter doctoral study programmes, and 8 persons (42 per cent) were admitted to the studies.

STUDENTS | In 2018, a total of 1,037 students studied at LAMT. There were 1,001 students in the first and second cycle study programmes: 547 students (55 per cent) in the Faculty of Music, 282 students (28 per cent) in the Faculty of Theatre and Film, 172 students (17 per cent) in Klaipėda Faculty. In 2018, LAMT had 30 doctoral art students and 6 doctoral research students, 36 third cycle students in total.

INTERNATIONAL STUDENTS | In 2018, a total of 24 students bearing foreign nationality studied in full-time study programmes at LAMT.

STUDENT MOBILITY | In 2018, 52 LAMT students, i.e. 5 per cent of all LAMT students, participated in long-term (at least six-months long) student mobility programmes. Thirty-three students went abroad for periods of study according to *Erasmus+* programme, 15 students had an *Erasmus+* internship and 4 students studied under *Nordplus* mobility programme. In 2018, short-term mobility opportunities were used by 100 students, i.e. 13 per cent of all students. Forty-five students came to LAMT for short-term studies under student exchange programmes in 2018.

GRADUATES | In 2018, LAMT conferred diplomas on 234 first and second cycle graduates, including 135 Bachelors and 99 Masters. In the same year, the Doctor of Art degree was awarded to seven third cycle graduates in total (four in the field of Music, three in the field of Theatre and Film).

2.2. ART

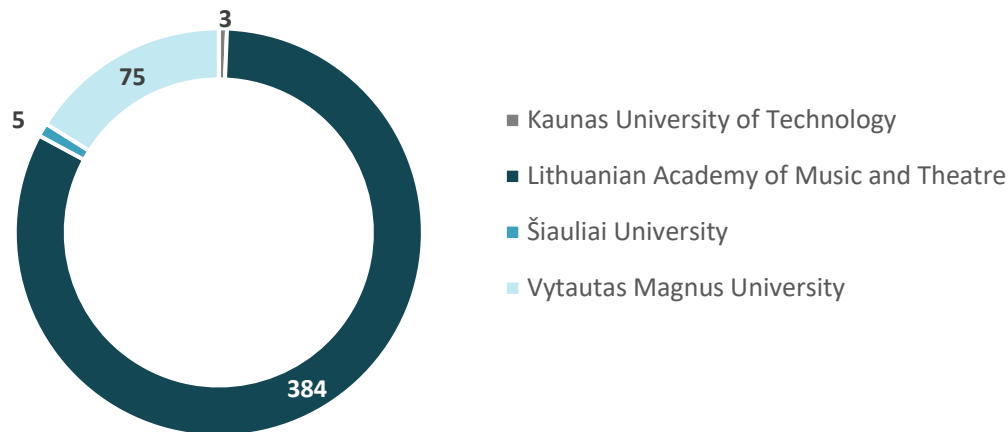
AREA AND FIELDS OF ART | Art activities in the fields of Music, Theatre, Dance and Film, the area of Performing and Screen Arts are carried out in the Academy.

TEACHERS-ARTISTS | In 2018, the Academy employed 345 teachers-artists, including 79 professors, 108 associate professors, 133 lecturers, 25 assistants. Among them, 31 teachers are the winners of the Lithuanian National Prize for Culture and Arts: Juozas Domarkas, Robertas Šervenikas, Petras Geniušas, Mūza Rubackytė, Petras Vyšniauskas, Rytis Mažulis, Raminta Šerkšnytė, Oskaras Koršunovas, Valentinus Masalskis, Eglė Gabrėnaitė, Gintaras Varnas, Audrius Stonys, Arūnas Matelis and others.

TEACHERS' ART ACTIVITIES | LAMT teachers actively participate in creative art activities both in Lithuania and abroad.

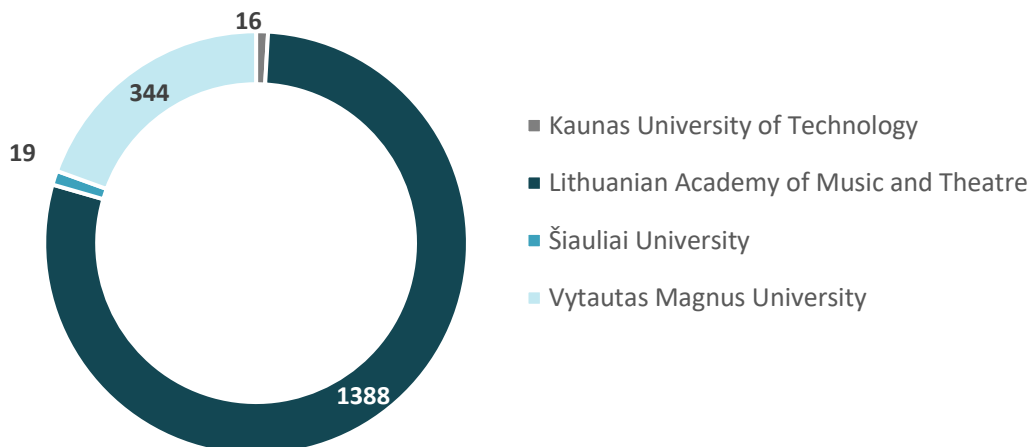
EVALUATION OF LAMT ART ACTIVITIES | According to the results of evaluation of art activities carried out by the Lithuanian Research Council (LRC), LAMT has been in the first place among Lithuanian universities for several years already. In 2018, as stated in the annual evaluation report on art activities, LAMT had the largest number of to-be-accredited expert works accredited in the area of Performing and Screen Arts (384; 82 per cent of works in the area), collected the largest number of formal evaluation points (1,388; 78.5 per cent of points in the area), received the highest summative score from the expert evaluation of art works (4.09 out of 5 possible; VDA received– 3.55; VDU – 2.78 in the area of Performing and Screen arts, etc.).

CHART 2. NUMBER OF WORKS BY LITHUANIAN UNIVERSITIES IN THE AREA OF PERFORMING AND SCREEN ARTS ACCREDITED BY EXPERT EVALUATION IN 2018



Source: LRC

CHART 3. NUMBER OF ART WORKS BY LITHUANIAN UNIVERSITIES ACCREDITED DURING FORMAL EVALUATION IN THE AREA OF PERFORMING AND SCREEN ARTS IN 2018



Source: LRC

ARTISTIC ACTIVITY AT LAMT. Every year, the Academy organises over 600 art events, a third of them are held in the halls other than LAMT. The majority of events are open to the public.

ART PROJECTS | In 2018, 9 art projects funded by the Lithuanian Council for Culture, Ministry of Education, Science and Sport, Lithuanian Film Centre, Lithuanian Copyright Protection Association were implemented at LAMT.

2.3. RESEARCH

RESEARCH AREAS AND FIELDS | Research in the field of Art Studies, the area of Humanities (Musicology, Ethnomusicology, Theatrolgy and Film Studies) prevail at LAMT. Research in the area of social sciences related to art studies is also conducted here. Music, theatre and film art research gain increasingly more importance.

The following are the fields of LAMT research:

- 1) Research of Lithuanian music, performing arts and film;
- 2) Studies and dissemination of musical folklore;
- 3) Contemporary art research methodologies and interdisciplinary research;
- 4) Art in the discourse of social sciences: educational sciences and management;
- 5) Art interpretation and development of art research.

TEACHERS-RESEARCHERS AND RESEARCH FELLOWS | In 2018, LAMT employed 98 teachers-researchers and research fellows, including 53 Doctors of Humanities and 19 Doctors of Social Sciences. Twenty-one Doctors of Arts are involved in art research.

EVALUATION OF LAMT RESEARCH ACTIVITIES | In 2018, in accordance with the Comparative Expert Evaluation of Scientific Research and Experimental Development performed by MOSTA, LAMT quality score in the field of Art Studies, the area of Humanities, was 3 (out of 5), economic and social impact of R&D activities was 3, development potential of R&D activities – 2; the total score was 2.85.

TABLE 1. RESULTS OF COMPARATIVE EXPERT EVALUATION OF R&D ACTIVITIES IN THE FIELD OF ART STUDIES, 2018

UNIVERSITIES / INSTITUTES	RESEARCH FELLOWS, FTE ²	TEACHERS, FTE	QUALITY OF R&D ACTIVITIES	ECONOMIC AND SOCIAL IMPACT	DEVELOPMENT POTENTIAL OF R&D ACTIVITIES
Kaunas University of Technology	6.39	7.86	4	4	5
Klaipėda University	1	7.47	2	3	2
Lithuanian Culture Research Institute	28.09		3	3	3
Lithuanian Academy of Music and Theatre	5.57	25.5	3	3	2
Šiauliai University	0.25	2.31	2	3	2
Vilnius Academy of Arts	10.5	18.12	3	4	5
Vytautas Magnus University	1.35	13.83	4	5	5
Vilnius Gediminas Technical University	1.9	18.04	4	4	5

Source: MOSTA³

RESEARCH RESULTS | In 2018, LAMT prepared and published four monographs and scientific studies, 44 publications in peer-reviewed scientific publications. To promote publicity and dissemination of the Academy researchers' scientific and art research results, every year, scientific conferences are held at LAMT in the field of Art Studies and others (in 2018, 9 scientific events took place, including 3 international scientific conferences). Publication of three periodical scientific journals ensures a permanent platform for publicity of LAMT and foreign researchers' scientific and art research results in the field of Art Studies and others.

² FTE refers to full-time equivalent.

³ MOSTA review report: https://strata.gov.lt/images/vertinimas/Benchmarkingo_ataskaitos/2018/20190917-humanitariniai-mokslai.pdf

LAMT researchers constantly participate in the activities of various scientific, educational, cultural and art organisations, councils, commissions, work groups, are invited as experts to different programmes and projects.

RESEARCH PROJECTS | In 2018, 15 scientific projects funded with the European Union structural funds, the budget of the Republic of Lithuania (Lithuanian Research Council, Lithuanian Culture Council and others), international programme funds were implemented at LAMT.

2.4. OTHER ACTIVITIES

NON-FORMAL EDUCATION | LAMT delivers non-formal education: evaluation and recognition of non-formal and informal learning achievements and competences are conducted, preparatory courses are organised for pupils, non-formal adult education programmes *Music and Health* (in cooperation with the Lithuanian Music Therapy Association) and *Dance and Movement for Health* (in cooperation with the Lithuanian Dance and Movement Therapy Association) are delivered, a non-formal adult education programme *Summer Academy for Adults* is organised. LAMT houses a music school-studio that provides children with non-formal musical education.

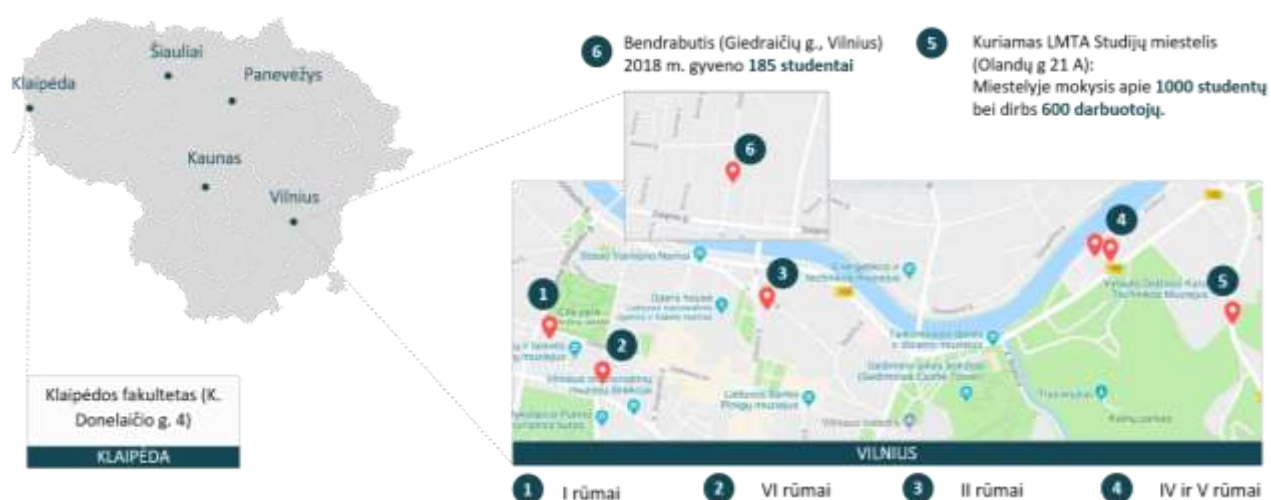
PROFESSIONAL DEVELOPMENT | Accredited activities of teaching staff professional development are performed at LAMT.

PUBLISHING | The Academy publishes scientific monographs, scientific journals, collections of scientific and methodological articles, conference presentations, scientific sources, study and methodological literature, notes, audio and video recordings and information publications. In 2018, the centre published 22 titles of publications.

2.5. INFRASTRUCTURE

SITE AND MAIN OBJECTS | LAMT manages 11 buildings in Vilnius and Klaipėda, i.e. the area of 35,000 sq. m., other infrastructural constructions (see Fig. 1 below). Studies take place in the classrooms dedicated to individual classes, group lectures and specialised classes. Academy students' examinations and pass/fail examinations, concerts, teachers' art activities take place in the following LAMT halls: Grand Hall, Juozas Karosas's Hall, Chamber Hall, Organ Halls in Vilnius and Concert Hall in Klaipėda; performances are staged and shown in the Balcony Theatre and Theatre Workshop in Vilnius and Study Theatre in Klaipėda; students from the Department of Film and Television use a modern cinema hall.

FIGURE 1. LAMT BUILDINGS IN VILNIUS AND KLAIPĖDA



MUSIC INFRASTRUCTURE | Different musical instruments have been collected for and are used for studies and art activities at LAMT: 9 organs, over 300 grand pianos and upright pianos, different wind and percussion, string and folk musical instruments.

FILM, THEATRE AND DANCE INFRASTRUCTURE | Students use specialised acting, dance, music classrooms, a theatre make-up workshop, video editing room, mock film studio and film repository in their studies.

LIBRARY RESOURCES | The stocks of LAMT specialised library collecting music, theatre, film, dance and other art resources consist of books, notes, manuscripts, video and audio recordings, e-sources: around 170,000 titles of documents (more than 300,000 physical units). The musical folklore archives house around 101,500 units (around 1,420 hours) of audio and video recordings.

INFRASTRUCTURE DEVELOPMENT | A new study and art space, i.e. LAMT campus, is being developed (Olandų Str. 21A). It will consist of the following: study and administrative buildings, the great block of halls, a film studio, library and student residence. It is planned that campus buildings will cover the area of 24,000 sq. m.

2.6. FINANCE

FUNDING | In 2018, allocations from the state budget, European Union (EU) funds and targeted funding from other institutions amounted to 88 per cent of the total LAMT budget, own funds accounted for 10.4 per cent, funds from other sources – 1.18 per cent. (See Table 2).

TABLE 2. LAMT FUNDING IN 2018, THOUSAND, EUR

FUNDING SOURCES	2018	TOTAL BUDGET IN 2018, %
Allocations from the state budget	6 758,27	75.53 %
Targeted funding from other state institutions	785,11	8.77 %
EU structural and other funds	368,80	4.12 %
LAMT own funds	929,47	10.39 %
Funds from other sources, support	105,91	1.18 %
In total:	8 947,56	100.0 %

FUNDS RECEIVED | In 2018, LAMT received nearly 930,000 EUR for services provided. Most of these funds (90 per cent) were received as tuition fees, rent payments for the student residence, payments for rent and transfer of other premises. The Academy received 1,260,000 EUR as targeted funding from international organisations, EU budget and other sources as a result of implementation of different projects, programmes and contracts.

2.7. PARTNESHIPS AND COOPERATION

PARTNERS IN LITHUANIA | LAMT maintains relations and cooperates with different Lithuanian cultural, art, scientific and educational institutions and organisations. In art activities and studies, the Academy cooperates with the Lithuanian National Philharmonic Society, Lithuanian National Opera and Ballet Theatre, Lithuanian National Drama Theatre, Lithuanian Film Centre, Arts Printing House, Lithuanian Composers' Union, Council for the Safeguarding of Ethnic Culture and others. Cooperation in the area of studies and research takes place with Vilnius Academy of Arts, Vilnius University, Lithuanian Culture Research Institute, Institute of Lithuanian Literature and Folklore and others. To maintain close links with artistic education, LAMT cooperates with conservatoires, art/music schools and gymnasiums.

NETWORK OF FOREIGN PARTNERS | The Academy is a member of ten *Nordplus* networks, as well as Innovative Conservatoire (ICON), European Network on Cultural Management and Policy (ENCATC) and European Opera Academy (EOA) networks, participates in the activities of seven international associations, has 165 partners in 38 countries. By means of the above partnerships, visiting teachers actively teach in the Academy: in 2018, 102 foreign teachers taught in the Faculty of Music, and 50 in the Faculty of Theatre and

Film. In 2018, 145 LAMT teachers taught in foreign higher education institutions. The Academy's international reputation is also evidenced by partnerships in the projects: the Academy is a partner in six *Erasmus+* strategic partnerships and five *Nordplus* projects.

ALUMNI | The Lithuanian National Prize for Culture and Arts was awarded to 49 LAMT graduates: musicians and musicologists, 16 theatre, 1 dance and 4 film creators. LAMT alumni have also been recognised on the international stages: Violeta Urmana, Edgaras Montvidas, Vaclovas Daunoras, Asmik Grigorian, Mūza Rubackytė, Onutė Narbutaitė, Modestas Pitrenas, Petras Geniušas, Oskaras Koršunovas, Arūnas Matelis, Audrius Stonys, Ingeborga Dapkūnaitė and other famous artists.

SUMMARY

At LAMT, studies, art and research activities are conducted by three faculties and eight centres. The following are the Academy's major fields of activity: music, theatre, film and dance. The majority of research activities consist of art studies and art research. According to the evaluation of LAMT art and research activities, LAMT teachers' art activities receive the highest evaluation every year. The results of research activities provide impetus for strengthening internationalisation and broadening the scope of scientific projects.

Academy students are taught and art and research activities are undertaken by teachers-artists and researchers recognised on an international level. Apart from studies, art and research activities, non-formal child and adult education, specialised publishing and musical folklore archive activities are carried out.

LAMT remains very attractive for studies: the number of applications to study at LAMT has been increasing in the last four years, the competitive score to state-funded places has been the highest in Lithuania and amounted to 9.24 point, in average. In 2018, only 25 per cent of all those willing to study in the first cycle were admitted. The majority of entrants to the study programmes in the field of Music (72 per cent) are art school-leavers, i.e. pupils who graduated from conservatoires, art or music gymnasiums.

The Academy is distinguished by a stable student number. In recent years, after the integration of Klaipėda Faculty, the number of students increased by 15 per cent. The majority of students are the residents of Lithuania. In 2018, international students at LAMT accounted for 2.4 per cent. Academy students are willing to make use of the possibilities offered by mobility programmes: in 2018, 13 per cent of all LAMT students participated in short-term mobility (up to 6 months) programmes, and 5 per cent of the total number of LAMT students participated in the long-term (at least one-semester long or 30-credits awarding) programmes.

LAMT manages ten buildings intended for studies and two residential buildings: one in Vilnius and the other one in Klaipėda, other infrastructural constructions adapted for the purposes of studies, art and research. The development of infrastructure started, i.e. the construction of a modern campus in Olandų street, Vilnius. It will consist of study and administrative buildings, the great block of halls, a film studio, library and student residence.

Funding of the Academy's activities is heavily dependent on the state funds. In 2018, allocations from the state budget, European Union funds and targeted funding from other institutions amounted to 88 per cent of the total LAMT budget.

LAMT cooperates with important Lithuanian cultural, art, research and education institutions and organisations. The Academy has a broad network of foreign partners: it is a member of ten *Nordplus* thematic networks, ICON, ENCATC, EOA networks, participates in the activities of seven associations, has 165 partners in 38 countries, is active in teacher exchange programmes, takes part in project activities.

LAMT alumni are prominent Lithuanian artists and researchers. By 2019, 70 LAMT alumni were awarded the Lithuanian National Prize for Culture and Art.

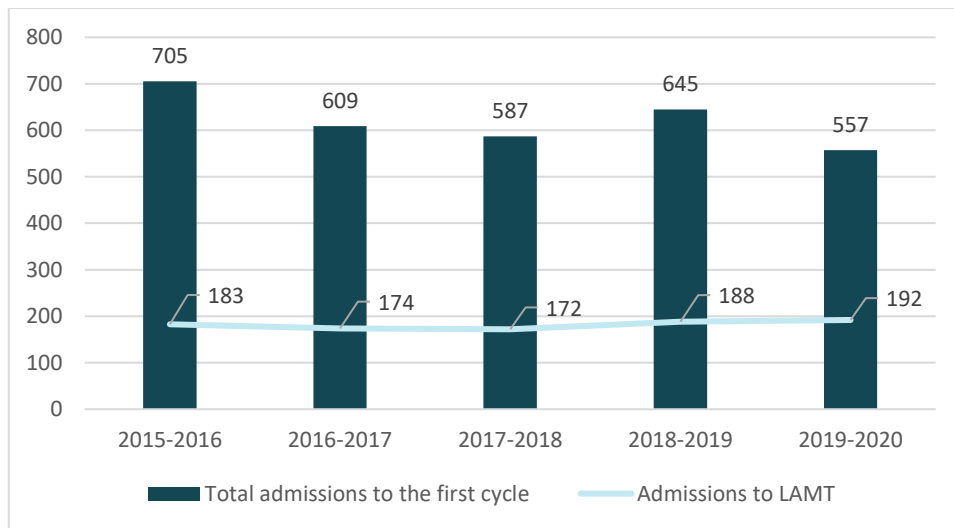
3. COMPETITIVE ENVIRONMENT IN LITHUANIA

3.1. STATISTICS ON ADMISSION OF STUDENTS TO LITHUANIAN UNIVERSITIES

ADMISSION TO FIRST CYCLE STUDY PROGRAMMES | In 2019, during general admission to higher education institutions, 30,855 persons with a secondary-school leaving diploma submitted applications to the Association of Lithuanian Higher Education Institutions for Centralised Admissions (LAMA BPO) (in 2018 – 32,499, 2017 – 29,538). The requirements set by higher education institutions were satisfied by 23,901 persons (in 2018 – 25,619, 2017 – 26,873).

The ratio between the total number of admissions to first cycle university-level study programmes in the group of fields of Art Studies and the number admitted to LAMT as well as changes in this figure are provided in Chart 4.

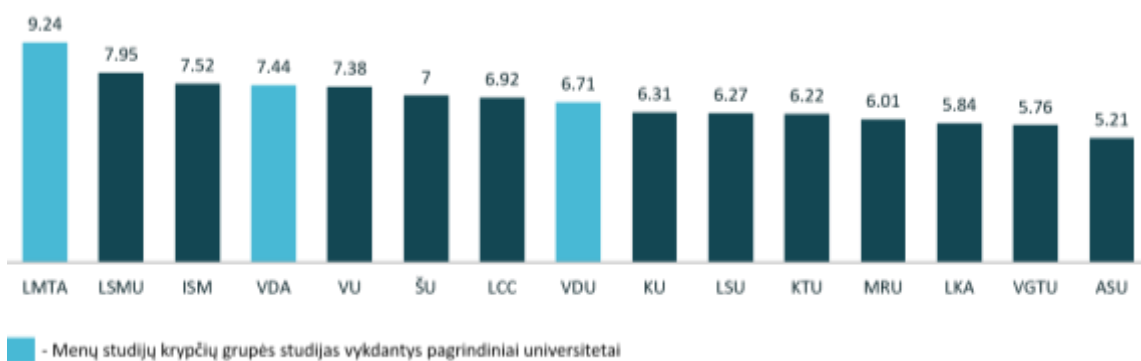
CHART 4. NUMBER OF ADMISSIONS TO FIRST CYCLE UNIVERSITY-LEVEL ART STUDIES IN LITHUANIA



Source: Education Management Information System

In 2018, the average competitive score of students admitted to study in the first cycle state-funded and non-funded places at LAMT was the highest among all Lithuanian universities (see Chart 5).

CHART 5. STUDY CONTRACT SIGNATORIES' AVERAGE COMPETITIVE SCORE (VF), 2018



Source: MOSTA

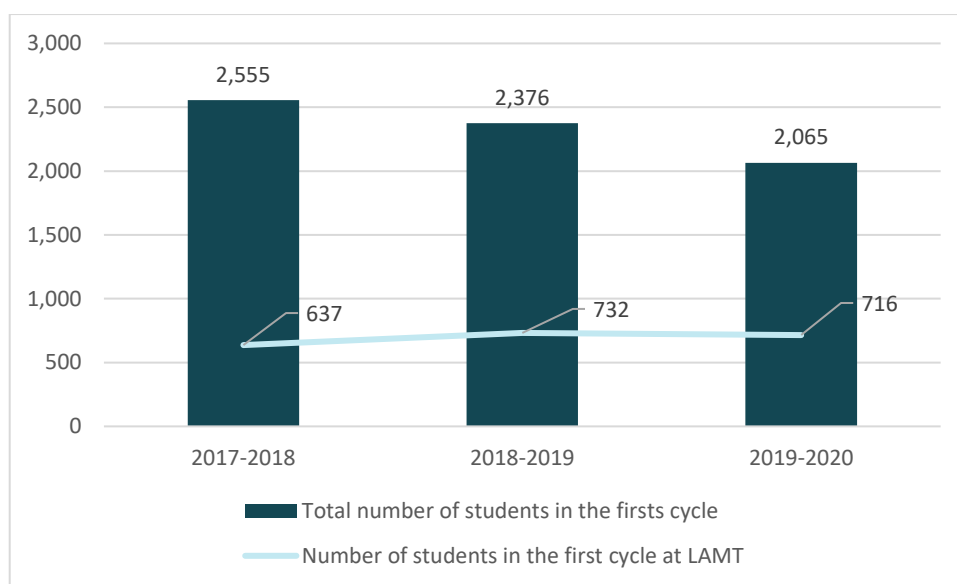
ADMISSION TO SECOND CYCLE STUDY PROGRAMMES | In 2018, the total of 312 students were admitted to second cycle study programmes in the group of study fields of Art in Lithuania (in 2017 – 304), out of them 128 students were admitted to LAMT (in 2017 – 92).

ADMISSION TO THIRD CYCLE STUDY PROGRAMMES | In 2018, 14 students were admitted to the third cycle art study programmes in Lithuania (in 2017 – 16), out of them 8 were doctoral art students at LAMT (in 2017 – 7).

3.2. NUMBER OF STUDENTS IN UNIVERSITIES

STUDENTS IN THE FIRST CYCLE UNIVERSITY-LEVEL ART STUDY PROGRAMMES | The ratio between and changes in the number of students in the first cycle art study programmes in Lithuanian universities and LAMT are provided in Chart 6.

CHART 6. NUMBER OF STUDENTS IN THE FIRST CYCLE ART STUDY PROGRAMMES IN LITHUANIAN UNIVERSITIES AND LAMT



Source: Education Management Information System

NUMBER OF STUDENTS IN THE SECOND CYCLE UNIVERSITY-LEVEL ART STUDY PROGRAMMES | In academic year 2019/2020, 718 students studied in the second cycle art study programme in Lithuanian universities (in 2018/2019 – 716, 2017/2018 692), including 275 students studying at LAMT (in 2018/2019 – 269, 2017/2018 – 228).

3.3. ART STUDIES IN LITHUANIAN UNIVERSITIES

STUDY FIELD OF MUSIC | Apart from LAMT, the following universities deliver study programmes in the field of Music in Lithuania:

- 1) Kaunas University of Technology (KTU). The first cycle study programme *Music Technologies* and second cycle study programme *Composition and Performance of Electronic Music* are available there;
- 2) Vytautas Magnus University (VDU). The first cycle study programmes *Art of Performance* and *Music Production* as well as second cycle study programme *Art of Performance* are available there.

STUDY FIELD OF THEATRE | Apart from LAMT, study programmes in the field of theatre are delivered by VDU. The first cycle study programme *Acting* is available there.

STUDY FIELD OF FILM | First and second cycle study programmes in the field of film are available only at LAMT in Lithuania.

STUDY FIELD OF DANCE | First and second cycle study programmes in the field of dance are available only at LAMT in Lithuania.

SUMMARY

According to the statistics for the last five years, the number of applications to participate in the general admission has been steadily reducing due to demographic indicators (except for a slight increase in recent years). The change in the number of applications in the last five years was 11 per cent. Whereas the number of secondary school leavers has been reducing even faster. Since 2015, the number of secondary school leavers has reduced by nearly 33 per cent.

In the same period, the number of students in art study programmes delivered by higher education institutions reduced too (by 20 per cent), however the trends in individual fields differed. For instance, while in the last five years, the number of students in the study field of Music went up, it reduced in the study fields of Theatre and Film, and remained stable in the study field of Dance.

According to data for 2018, the average competitive score of entrants to the first cycle state-funded and non-funded places at LAMT was the highest among all universities. This fact evidences of high competitiveness and well-prepared students. For the sake of comparison, LAMT entrants' average competitive score is higher than the average score at VDA by 20 per cent and by 27 per cent than at VDU.

In the group of art study programmes, VDU offers equivalent study programmes to those available at LAMT, for example, *Art of Performance*, *Acting*. Competitive scores of this university are lower than the ones at LAMT by 27 per cent on average, therefore some students with lower competitive scores choose music and theatre studies at VDU.

Some secondary school leavers choose studies in another group of study fields due to potentially more competitive salary, social pressure exerted by their family or other reasons.

4. HIGHER ART EDUCATION INSTITUTION TRENDS ABROAD

In this chapter, trends in foreign higher art education institutions that are recognised on a global scale and perform similar activities to LAMT are overviewed.

4.1. ESTONIAN ACADEMY OF MUSIC AND THEATRE (EMTA)

ABOUT | EMTA is a state university-level music and theatre school offering international three cycle (bachelor, master and doctoral) studies that are delivered in Estonian and English. EMTA employs local and foreign teachers. Along with parallel international studies (in English), EMTA delivers study programmes in cooperation with foreign partners:

- *Interpretation and Production of Contemporary Music* (the partners are Stockholm, Lyon and Hamburg higher music education institutions);
- *Cultural Management* (a joint programme with the Estonian Business School);
- COPECO is a joint master's programme with the following specialisations: creation of contemporary music and performance⁴;
- *Erasmus+* strategic partnership project METRIC (development of improvisation studies).

MISSION | Contribute to the development of European human values, the spread of a creative mindset and the preservation of the Estonian language and culture through education in the fields of Music and Theatre and the promotion of creativity and art research.

VALUES | The preservation of the inherent values of the Estonian national culture and maintaining the academic traditions of European music and theatre education, while being open to the latest developments in the world of music and theatre.

STUDY FIELDS | Programmes in the fields of Music, Art Studies and Theatre. EMTA offers seven bachelor degree, ten master degree and two doctoral study programmes, 71 specialisations in total. ÕIS⁵ study information system is used. Departments: Department of Classical Music Performance, Department of Composition and Improvisational Music, Department of Musicology, Pedagogy and Cultural Management, Department of Drama and Centre for Doctoral Studies.

EXTERNAL SUPPORT FOR THE INSTITUTION'S DEVELOPMENT AND ACTIVITIES

- EMTASTRA projects: for infrastructure development (a new concert hall in 2019) and ASTRA institutional development plan;
- DORA PLUS: support from the Estonian Government for availability and dissemination of studies and research;
- HEISE: higher education for social inclusion⁶;
- NAWA: Eastern academic artistic platform for cooperation with Poland⁷.

OTHER INFORMATION

- Open academy course: free registration to EMTA excellence courses (as listeners); preparatory course; elective courses; independent continuing studies; continuing studies courses;
- Post-graduate culture and art studies;
- Art events are coordinated by the Centre for Concerts and Performance;
- Annual publication *Res Musica* by the Union of Estonian Musicologists and EMTA.

⁴ <https://ema.edu.ee/en/international-relations-and-public-affairs/copeco/>

⁵ <https://sise.ema.edu.ee/oppeinfo.x>

⁶ <http://www.mapsi.eu/heise/>

⁷ <https://ema.edu.ee/en/international-relations-and-public-affairs/cooperation-projects-and-programmes/eastern-academic-artistic-platform/>

4.2. UNIVERSITY OF THE ARTS HELSINKI (UNIARTS)

ABOUT | The University of the Arts Helsinki⁸ was established in 2013 after the merge of academies of music (Sibelius Academy founded in 1882), theatre and fine arts. The university offers study programmes in English, possibilities for distance learning and having an individual study plan; teachers with international experience attract students from all over the world.

MISSION AND VISION | Mission: foster Finnish artistic development on an international level by ensuring the highest quality in art studies and scientific research.

Vision: be an international forerunner whose power uniting different arts has an impact on social development by 2025.

STUDY FIELDS | Programmes in the study fields of Fine Arts, Theatre, Film and Music. Sibelius Academy delivers eleven study programmes in the field of Music.

OTHER ACTIVITIES | Apart from studies and art activities, the university carries out the following activities:

- Organises traditional international art workshops for young performers and composers, for instance, in Finland and USA.
- Makes concert and rehearsal spaces available for professional ensembles.
- Operates as a youth music academy with an aim to prepare the most talented pupils for entering UNIARTS.
- Provides students with internship places: singing and music performance teachers can have their internship at schools. In cooperation with Helsinki Philharmonic Orchestra, international training with a focus on the future profession is organised for orchestra musicians, conductors and composers.
- In cooperation with Jarvenpaa City Municipality and a private foundation, concerts and training take place in this city.

4.3. ROYAL WELSH COLLEGE OF MUSIC & DRAMA (RWCMD)

ABOUT | The Royal Welsh College of Music & Drama⁹ is the National Conservatoire of Wales, being a part of the University of South Wales Group.

MISSION AND VISION | Mission: developing the cultural identity of Wales and Cardiff by attracting the most gifted students from all over the globe.

Vision: by providing the highest quality education and resources, train professionals for the music and theatre sectors, represent Wales on the global arena.

STUDY FIELDS | Studies in the fields of Music, Acting, Theatre Design and Stage Management.

STUDENT NUMBER | The college has around 800 students. Twenty-two per cent of students are international. International students and teachers represent over 30 countries.

OTHER ACTIVITIES | Apart from studies and research activities, the college carries out the following activities:

- Organises 300 public performances per year;
- Cooperates with the Welsh National Opera, National Theatre and BBC
- Rents premises for various events (conferences, meetings or weddings) and provides event organisation services;
- Fosters a strong alumni network and cooperates with world famous college alumni (for example, Anthony Hopkins Centre where students of music study).

⁸ <https://www.uniarts.fi/en/sibelius-academy>

⁹ <https://www.rwcmd.ac.uk/>

4.4. ROYAL DANISH ACADEMY OF MUSIC (RDAM)

ABOUT | The Royal Danish Academy of Music¹⁰ in Copenhagen was established in 1867. It is a power centre in the classical music world representing the highest international level, comparing with the foremost music academies in the world and cooperating with them. Development of new technologies is a RDAM strategic priority. Modern instruction methods, projects, distance learning, excellence courses held by teachers from all over the world is RDAM daily routine.

MISSION AND VISION | By providing the highest education in music and music pedagogy, contribute to furtherance of music culture in Denmark and become one of the best music academies in Europe.

STUDY FIELDS | The Academy offers 17 study programmes in the field of Music.

OTHER ACTIVITIES | Apart from studies and art activities, the Academy carries out the following activities:

- In cooperation with social and business partners, organises festivals, events, and attracts various funding sources for this purpose;
- Rents academy halls provided with modern equipment and other premises for concerts or meetings (RDAM, situated in the premises of the Danish National Radio, has modern teaching and audio recording infrastructure and equipment);
- Teaches pupils;
- Promotes cultural exchange: in 2012, the Music Confucius Institute was established. Its mission is to facilitate cultural exchange between Denmark and China, create synergies between Western and Chinese cultures.

“RDAM – Music Academy and Musical Power Centre”

4.5. PRAGUE FAMU FILM AND TV SCHOOL (FACULTY)

ABOUT | One of five oldest film and TV schools in the world, a part of Academy of Performing Arts Prague. The Academy has a separate international department where studies take place only in English.

STUDY FIELDS | The school offers study programmes in all cycles in the fields of Film, Editing, Digital Media as well as joint programmes with foreign universities.

STUDENT NUMBER | According to the data for 2018, 350 students studied in bachelor, master and doctoral study programmes at this school; 22 per cent of them were international students.

OTHER ACTIVITIES | Apart from studies and research activities, the school carries out the following activities:

- Delivers intensive one-year-long practical photography and film programme intended for preparation for studies;
- Rents FAMU halls intended for teaching purposes and film equipment of FAMU studio;
- Organises a summer camp/workshops for film creators that award ECTS credits;
- Organises FAMU film festival during which students hold their film viewings in different cinemas in Prague.

4.6. UNIVERSITY OF MUSIC AND PERFORMING ARTS VIENNA (MDW)

ABOUT | The University of Music and Performing Arts Vienna¹¹ (established in 1817) is among the world’s largest and most renowned higher education institutions in the fields of Music, Theatre and Film.

MISSION AND VISION | With our outstanding educational and training opportunities, we are an international and national magnet for advancement and opening up of the arts for the society. Forward-looking and fully aware of our own traditions, we mentor our students in their critical approach to the questions and challenges of our time. For us, the dialogue between art, science and education is an essential part of our socio-political function.

¹⁰ <https://english.dkdm.dk/About-RDAM>

¹¹ <https://www.mdw.ac.at/5/>

In its activities, the University focusses on the following three things: high level of internationalisation, students' individual needs and creation of society-shaping culture.

STUDY FIELDS | Music, music therapy, ethnomusicology, theatre, film and television, music pedagogy and doctoral study programmes.

STUDENT NUMBER | More than 3,000 students from 70 countries study in the University.

OTHER ACTIVITIES | Apart from studies and research activities, the University carries out the following activities:

- Organises concerts and performances, film festivals, symposia and exhibitions (it is the institution organising the largest number of cultural events in Austria);
- Holds international excellence lessons and implements projects in cooperation with 150 universities;
- Organises music performance training for children who wish to study in this University in the future;
- Delivers specialised additional music, performing art, culture management non-degree programmes.

"The freedom of art, science and teaching is an inalienable guiding principle of MDW."

SUMMARY

Foreign higher art education institutions foster national or regional culture, spread culture of their region internationally and include this task into their mission statements (UNIARTS, RDAM, RWCMD).

The abovementioned foreign art schools are not limited to local students and seek to attract talented young people from all over the world. Internationalisation is among the key strategic objectives of these world-famous higher art education institutions and one of the means to maintain high quality standards at the same time. The following are the main internationalisation means: study programmes in English, international-level teachers, modernisation of the study content and teaching methods as well as distance studies, specialised international units (institutes, centres).

In the strategic documents of the above art schools, provision of high-level education is seen as the main priority. The aim to ensure high quality of studies is reflected in the mission statements and vision of both the Danish and Welsh art schools.

The best art schools are distinguished by very high entrance examination and admission requirements. For instance, the Royal Danish Academy of Music admitted only 7.5 per cent of the total number of candidates in 2017.

In parallel to direct studies, research and art activities, foreign higher education institutions develop child and adult education, organise creative workshops, summer academies, festivals and other events for the public; provide equipment, premises rental and other services, cooperate with commercial partners.

5. LAMT STRENGTHS AND WEAKNESSES

In this chapter, LAMT strengths, weaknesses, opportunities and threats (hereinafter referred to as SWOT) are overviewed.

5.1. STRENGTHS

- The Academy's teachers are recognised Lithuanian artists and researchers honoured with prestigious awards;
- Highly motivated entrants;
- Extensive foreign partner network;
- Intensive international student and teacher short-term mobility;
- Renowned and successful alumni;
- Close links between art activities and art research.
- LAMT activities developed in Lithuanian regions;
- Strong relations with music schools and other social partners.

5.2. WEAKNESSES

- Low number of permanent international students;
- Passive marketing of studies and services for the public;
- Insufficient participation in the international research area by researchers;
- Problems of young teachers' inclusion and generation change;
- Heavy dependence on state funding;
- Insufficiently efficient management of operational processes and changes.

5.3. OPPORTUNITIES

- Designing of new attractive programmes, introduction of innovations in studies;
- Strengthening and expansion of the scope of study subjects taught in a foreign language;
- More intense child and adult non-formal education activities;
- Closely linked activities and joint projects with Lithuanian and foreign social partners;
- Expansion of the range of services for the public and business;
- Development of infrastructure;
- Facilitation of innovations and sustainable activities.

5.4. THREATS

- Possible reduction in the number of entrants to LAMT due to general demographic changes in Lithuania;
- Low prestige of the artist's profession;
- Increasing competition among foreign universities delivering art study programmes;
- Problem of ensuring integrity of the art education system in the country;
- Global climate change and the threat to the ecosystem.

6. LAMT STRATEGIC PRIORITIES

In this chapter, LAMT long-term mission, vision and values that serve as a basis for the Academy's activities are presented in detail. Three key strategic priorities and their implementation timeline are also defined.

6.1. LAMT MISSION, VISION, VALUES AND PRINCIPLES

MISSION | Ensure sustainable development of art and art research, participate in the shaping of the national artistic education and cultural policy, foster spiritual harmony in the society and national identity, educate the most artistically gifted young people into creative, proactive, entrepreneurial members of the society who are open to Lithuania and the world.

VISION | LAMT'2030: an open and creative academic art and research community inspiring cultural breakthroughs and generating values.

VALUES | LAMT activities rest on the following values: openness and sustainability, creativity, identity, academic freedom, responsibility and tolerance, equal opportunities for everyone, community spirit.

PRINCIPLES | LAMT'2030 rests on the following principles: high quality, innovation, sustainable environment.

6.2. STRATEGIC PRIORITIES

The following are three strategic priorities as a response to the challenges and serving as a basis for the implementation of LAMT'2030 vision:

1. **SUSTAINABLE ACTIVITIES:** preservation of traditions, excellence and identity, stability of the Academy's activities and complete readiness for new challenges.
2. **INTERNATIONAL SCHOOL:** attraction of international students and teaches, competitive and compliant with the highest international and quality standards.
3. **TRANSFERABLE CULTURE:** spread of art values in the general public, active participation in the processes of the art education and cultural policy.

The key strategic priorities, activities deriving from them and key performance indicators are presented in the figure below.

FIG. 2. VISION, STRATEGIC PRIORITIES, ACTIVITIES AND PERFORMANCE INDICATORS

LAMT'2030: an open and creative academic art and research community inspiring cultural breakthroughs and generating values.		
1. SUSTAINABLE ACTIVITIES	2. INTERNATIONAL SCHOOL	3. TRANSFERABLE CULTURE
1.1 Ensure student-oriented quality and attractiveness of studies	2.1 Develop internationalization of studies	3.1 Strengthen the Academy's leadership in society
1.2 Strengthen the interaction among studies, art, research and foster uniqueness	2.2 Actively advertise LAMT activities abroad	3.2 Expand non-formal education and continuing training/learning activities
1.3 Ensure financial stability	2.3 Strengthen research internationalization and project activities	3.3 Disseminate more actively cultural and art values in the public space
1.4 Ensure sustainable development of environmentally friendly infrastructure		
1) Student number – at least 1,000	10) Share of study programmes delivered in Lithuanian and English, and English – 80 per cent	17) Number of LAMT website visitors per year – 50,000
2) Study fields accredited for a maximum period – 100 per cent	11) Share of international full-time students – 20 per cent	18) Number of spectators in the Academy's events per year – 60,000
3) Share of students with digital skills at the level of an independent user – 100 per cent	12) Share of foreign teachers or teachers who received education abroad – 20 per cent	19) Number of participants in non-formal education and continuing training/learning per year – 1,000
4) Share of teachers participating in professional development every year activities – at least 50 per cent	13) Cooperation with higher education institutions/universities ranked from 1 to 300 th according to global QS ratings – at least 10 partners	20) Design and implementation of the platform for publishing works created / performed in the Academy
5) Number of highly-rated art and research results per teacher / researcher FTE – 0.5	14) Share of administrative and study-related staff with foreign language competence at least at B2 level – 50 per cent	
6) Share of funds attracted from other sources in the LAMT annual budget – 20 per cent	15) Provision of information in the website in a foreign language – 80 per cent	
7) Share of LAMT budget allocated to renovation of premises and equipment update every year – 5 per cent	16) Number of international scientific / art research projects per year – 5	
8) Implementation of the campus project		
9) Introduction of integrated data management system		

7. IMPLEMENTATION PLAN

Actions and goals related to LAMT strategic priorities as well as their intended key performance indicators are presented in detail in this chapter.

7.1. SUSTAINABLE ACTIVITIES

LAMT is distinguished by highly-qualified teachers, motivated students, unique study programmes in Lithuania, prominent art activities and art research, developed international cooperation. For the purposes of ensuring sustainable activities, the main focus will be given to innovations related to studies and services to the public, strengthening of the interaction among studies, art and research and fostering uniqueness, greater availability of services, efficient concentration of resources and financial stability, modern infrastructure and modern administrative solutions.

7.1.1. ENSURE STUDENT-ORIENTED QUALITY AND ATTRACTIVENESS OF STUDIES

To ensure student-oriented quality and attractiveness of studies, it is necessary to maintain the critical number of students, improve and develop study programmes, retain students' high motivation and engagement into the study process. The following are the key goals:

- Ensure a stable number of students;
- Improve the quality of study field programmes;
- Develop virtual teaching/learning.

KEY PERFORMANCE INDICATORS

- 1) Number of students: at least 1,000.
- 2) Study fields accredited for a maximum period: 100 per cent.
- 3) Share of students with digital skills at the level of an independent user: 100 per cent.

7.1.2. STRENGTHEN INTERACTION AMONG STUDIES, ART AND RESEARCH AND FOSTER UNIQUENESS

To strengthen the interaction among studies, art and research, teachers' constant professional development, promotion of academic activities in order to achieve closer links among studies, art and research activities, creation of favourable conditions for teachers' effective work are required. The following are the main goals:

- Develop and apply staff motivation measures;
- Encourage teachers engage in professional development and expand competences.

KEY PERFORMANCE INDICATORS

- 4) Share of teachers participating in professional development every year: at least 50 per cent.
- 5) Number of highly-rated art and research results per teacher/researcher FTE: 0.5.

7.1.3. ENSURE FINANCIAL STABILITY

To ensure LAMT financial stability, it is necessary to diversify LAMT funding sources. The following are the key goals:

- Increase revenue from scientific research, art activities, economic activities and provision of services;
- Promote cooperation and receipt of funds from state foundations, international and foreign foundations and organisations, individual persons.

KEY PERFORMANCE INDICATORS

- 6) Share of funds attracted from other sources in the LAMT annual budget: 20 per cent.

7.1.4. ENSURE SUSTAINABLE DEVELOPMENT OF ENVIRONMENTALLY FRIENDLY INFRASTRUCTURE

LAMT constantly renovates its infrastructure in order to meet students', teachers' and researchers' needs as well as ensure quality studies, art and research activities. Modern LAMT infrastructure concentrated in the newly-developed LAMT campus will allow to improve the quality of study programmes delivered by LAMT, achieve intellectual and creative synergy in the LAMT community and compete more efficiently on the Lithuanian as well as international market of art studies. The following are the key goals:

- Ensure quality of LAMT infrastructure so that it is aligned with the LAMT mission and objectives;
- Draft the action plan of efficient and sustainable use of resources;
- Carry out implementation of the LAMT campus project;
- Digitise LAMT study and administrative processes.

KEY PERFORMANCE INDICATORS

- 7) Share of funds from the LAMT budget allocated to renovation of premises and equipment update: 5 per cent;
- 8) Implementation of the campus project;
- 9) Introduction of the integrated data management system.

7.2. INTERNATIONAL SCHOOL

To ensure high quality of studies and taking into account demographic trends in Lithuania and the LAMT potential, one of the major LAMT strategic priorities is to increase internationalisation, i.e. attract international students, teachers and researchers to choose studies and work at LAMT by adapting the Academy's study programmes and infrastructure for studies in foreign languages and advertising LAMT in the international area of studies in a targeted manner.

7.2.1. DEVELOP INTERNATIONALISATION OF STUDIES

To develop internationalisation, adoption of best practices from the best higher art education institutions in the world is particularly important as well as continuous integration of teaching innovations into the study process. Replenishing/renewal of the academic staff with teachers having received education in foreign higher education institutions would create conditions for more efficient internationalisation in all LAMT activities. Adaptation of suitable environment for studies and infrastructure to teaching/learning in foreign languages would help to attract more international students. The following are the key goals:

- Create attractive environment for international studies;
- Reinforce LAMT profile in the international area, expand cooperation with partners in Eastern Europe, Southern Mediterranean region, Latin America, Central Asia regions and US;
- Encourage the Academy's community to improve their foreign language skills.

KEY PERFORMANCE INDICATORS

- 10) Share of study programmes delivered in Lithuanian and English, and English: 80 per cent.
- 11) Share of full-time international students: 20 per cent.
- 12) Share of foreign teachers and teachers who received education abroad: 20 per cent.
- 13) Cooperation with higher education institutions/universities rated from 1 to 300th according to global QS ratings: at least 10 partners.

- 14) Share of administrative and study-related staff with foreign language competence at least at B2 level: 50 per cent.

7.2.2. ADVERTISE ACTIVELY LAMT ACTIVITIES ABROAD

To attract foreign teachers and students as well as increase internationalisation of activities, it is planned to advertise the Academy's activities and achievements abroad more actively. Availability, sufficiency and attractiveness of information in English and other foreign languages enables to be visible in the area of international studies and research. The following are the key goals:

- Draft and implement the plan for advertising LAMT activities abroad;
- Prepare and constantly update information about LAMT on the website.

KEY PERFORMANCE INDICATORS

- 15) Provision of information on the website in a foreign language: 80 per cent.

7.2.3. STRENGTHEN RESEARCH INTERNATIONALISATION AND PROJECT ACTIVITIES

The internationalisation priority is particularly important in research activities. To strengthen LAMT research positions in art studies, joint research, projects with international partners and international publications have to take an increasingly larger share. The following are the key goals:

- Encourage researchers' international cooperation;
- Increase the number of international publications and research projects.

KEY PERFORMANCE INDICATORS

- 16) Number of international scientific/art research projects per year: 5.

7.3. TRANSFERABLE CULTURE

The Academy's priority is to increase inclusion of society, culture transfer, boost LAMT visibility and influence in the public, participate actively in shaping and dissemination of Lithuanian cultural life and art values through implementation of teaching/life-long learning activities, development of active relations with alumni, cooperation with social partners.

7.3.1. STRENGTHEN THE ACADEMY'S LEADERSHIP IN SOCIETY

The Academy's study, art and research resources and activities can be even more readily available for the public in order to stimulate the transfer of culture created in and disseminated by the Academy, carry out targeted communication and publicity. The following are the key goals:

- Draft and implement the plan of publicity measures for communication with the public;
- Intensify the provision and update of information on digital channels dedicated to publishing information about LAMT activities;
- Strengthen marketing of events that are open for the public.

KEY PERFORMANCE INDICATORS

- 17) Number of LAMT website visitors per year: 50,000.
18) Number of spectators in the Academy's events per year: 60,000.

7.3.2. EXPAND NON-FORMAL EDUCATION AND CONTINUING TRAINING/LEARNING ACTIVITIES

To ensure targeted organisation of activities, an action plan for non-formal education and continuing training/learning will be drafted where priorities, major areas of activities will be identified and programmes defined. The following are the key goals:

- Prepare the feasibility study for development of non-formal education and continuing training/learning.
- Implement non-formal education and continuing training/learning activities.

KEY PERFORMANCE INDICATORS

19) Number of participants in non-formal education and continuing training/learning per year: 1,000.

7.3.3. DISSEMINATE MORE ACTIVELY CULTURAL AND ART VALUES IN THE PUBLIC SPACE

To preserve pieces of art and ensure conditions for the creation of new innovative cultural and art values, it is intended to participate in the culture shaping processes more actively; open up art and research resources stored in the Academy's audio and video repositories for the public by developing an open access public platform (database) dedicated to publication of works created and performed at LAMT. The following are the key goals:


- Draft and implement the action plan for active participation in the shaping of the cultural and art education policy.
- Develop the platform for publication of works created and performed in the Academy, broaden the scope of open access to data.

KEY PERFORMANCE INDICATORS

20) Developed and operating platform for publication of works created and performed in the Academy.

The action implementation stages, deadlines and sequence are provided in the chart below:

CHART 7. ACTION IMPLEMENTATION TIMELINE FROM 2020 TO 2030.

DIRECTIONS		ACTIONS		YEAR									
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1.	Sustainable activity	1.1	Ensure student-oriented quality and attractiveness of studies	[Shaded: preparation and implementation]									
		1.2	Strengthen the interaction among studies, art and research as well as foster uniqueness	[Shaded: preparation and implementation]									
		1.3	Ensure financial stability	[Shaded: preparation and implementation]									
		1.4	Ensure sustainable development of environmentally friendly infrastructure	[Shaded: preparation and implementation]									
2.	International school	2.1	Develop internationalisation of studies	[Shaded: preparation and implementation]									
		2.2	Actively advertise LAMT activities abroad	[Shaded: preparation and implementation]									
		2.3	Strengthen research internationalisation and project activities	[Shaded: preparation and implementation]									
3.	Transferable culture	3.1	Strengthen the Academy's leadership in society	[Shaded: preparation and implementation]									
		3.2	Develop non-formal education and continuing training/learning activities	[Shaded: preparation and implementation]									
		3.3	Disseminate more actively cultural and art values in the public space	[Shaded: preparation and implementation]									
				 preparation implementation									

8. IMPLEMENTATION GUIDELINES

In this chapter, the strategy implementation guidelines with recommendations on preconditions for success, distribution of functions and responsibilities and strategy update are provided.

8.1. PRECONDITIONS FOR SUCCESS

To ensure successful implementation of the strategy, the following preconditions are necessary:

COOPERATION WITH SOCIAL PARTNERS | To ensure the success of the long-term strategy, it is necessary to set priorities and objectives that are in line with the priorities of the Academy's community, including teachers, researchers, administration and students. Prior to adopting the final version of the strategy, it is recommended that the priorities and objectives set in the strategy are discussed in strategic sessions with target groups, including alumni, where necessary.

HUMAN AND FINANCIAL RESOURCES | To achieve the objectives of the strategy, the required financial resources are to be allocated as well as persons necessary for the implementation of changes appointed. It is recommended that a unit responsible for the implementation of every strategic priority is appointed.

POLITICAL SUPPORT | To ensure a smooth and timely achievement of strategic objectives and funding required for their accomplishment, political support from persons and institutions coordinating education in Lithuania is indispensable.

8.2. FUNCTIONS AND RESPONSIBILITIES

The following are the functions of and responsibilities for the implementation of the strategy:

Annual evaluation in the middle of calendar year

- Responsibility: Rector

Collection of the data required for the achievement of progress and evaluation indicators

- Responsibility: Rector

Results of annual evaluation, i.e. the progress of implementation of strategic priorities, the analysis of factors that may affect the implementation of the strategy, potential adjustments of the strategy, are reported to the working group for strategy implementation.

8.3. STRATEGY UPDATE

In the implementation of long-term strategy, it is necessary to take account of internal and external factors and their changes. Considering the changes identified during annual evaluation, the strategy may be adjusted respectively. The following are potential reasons for updating the strategy:

- Unforeseen external factors affect the implementation of strategic priorities.
- Financial, human or other resources are insufficient to ensure the achievement of goals.
- Staff competences are insufficient for the achievement of strategic goals.
- Evaluation indicators (particularly, in the new areas of LAMT development) are not achieved due to lacking experience in setting such indicators.

The strategy and its amendments are approved by the Academy's Council upon the approval by the Senate. Following the annual evaluation, the strategy implementation plan may be amended at the Rector's decision.