

**STRATEGY OF THE LITHUANIAN  
ACADEMY OF MUSIC AND THEATRE  
*ACADEMY 2020***

**Vilnius  
2013**

APPROVED BY  
Resolution of the Senate of the Lithuanian  
Academy of Music and Theatre of 18 December  
2013 (Minutes No 9-SE)

REVISED BY  
Resolution of the Senate of the Lithuanian  
Academy of Music and Theatre of 16 December  
2015 (Minutes No 9-SE)

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## ***Academy 2020 is the tomorrow we create***

In 2013, the Lithuanian Academy of Music and Theatre entered into the ninth decade of its history. Over 80 years of its existence, cultural traditions of the artists' academic community were started, the major notions of Lithuanian art identity were established, high professional standards were set and a constant ambition to invest the accumulated creative potential into the youth with creative drive who took a decision to be with us was developed.

In the last decade, professional art, its creators and our *Alma Mater* faced a number of challenges as a result of the changes in the country's political life that impelled us to create the future aimed at becoming a modern, lively, attractive and ever-renewing higher education institution where professional artists are trained. The strategy of the Lithuanian Academy of Music and Theatre *Academy 2020* is a long-term intention and action plan developed to ensure sustainable and stable performance, reinforce the unity of the Academy's community for the achievement of common objectives, respond to the changes that determine the quality of our performance in a timely and appropriate manner. It is important for our identity, culture of our society, prestige of the state and development of professional art.

The strategy *Academy 2020* has been developed after a detailed analysis of the performance of our institution and considering the visions of the Lithuanian society, culture and higher education for the future formulated in the major national strategic documents: National Progress Strategy *Lithuania 2030*, National Progress Programme, Guidelines for the Change of Cultural Policy and the strategy *Scientific Lithuania 2030* that shapes the guidelines for the research and higher education policy.

The strategy *Academy 2020* reflects the objectives and priorities of our activities that are related to the revised mission of our institution and the vision that inspires for ambitious activity. The ultimate aspiration of the strategy *Academy 2020* is to inspire all those who feel vocation for creation, dissemination of art and research to take action, create a modern space for art studies and creation, i.e. a hub of cultural life of the city and country that unites different arts for closer cooperation and opens up possibilities for the development of the creative thought, innovative ideas related to the integration of arts integration and implementation of art entrepreneurship.

*Academy 2020* invites to be together. It is a today's dream that creates tomorrow.

Strategic Planning Group of the  
Lithuanian Academy of Music and Theatre

## Mission

Ensure sustainable development of art and art research, participate in shaping 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.

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## Vision

2020 is an open and dynamic space for studies, art and research that shapes the future of music, theatre, dance and film.

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### Strategic objectives

Educate art professionals who are open to the world and competitive

Expand the scope of art creation. Scientific research and its dissemination while fostering creativity and making a greater impact on national and cultural development

Ensure efficient activity planning, process management and continuous renewal of resources

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### Areas of activity

Studies, artistic activity, scientific art research

Cultural, educational and training activity

Activity planning and management

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### Target groups

Students, alumni, artists, researchers, employers, social partners

Educational and training establishments of Lithuanian towns and regions, the public, foreign countries

Community of the Academy, the state

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## Values

Creativity  
Professionalism and aspiration  
Sustainability and openness  
Academic freedom  
Responsibility and community spirit  
Identity

## **WHO ARE WE?**

The Academy is the only specialised university-level higher education institution of music, theatre, dance and film arts in Lithuania which cherishes and upholds the tradition of educating professional artists and art researchers, respects and fosters the values of academic art and culture, is open to original creative ideas and invigorating artistic drive.

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Since its very establishment, the Lithuanian Academy of Music and Theatre has stood out because of its pedagogues who were and are the most distinguished Lithuanian artists actively participating in cultural life and recognised abroad.

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International relations are actively developed in the Academy through participation in the activities of international associations of art, research and higher education institutions, implementation of projects related to studies, art and research with foreign partners.

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The Academy conducts and publishes scientific art research based on the principles of freedom of artistic expression and scientific research, fair competition, protection of intellectual property rights and publicity of the results of artistic and research activity.

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## **WHAT IS OUR OBJECTIVE?**

The Academy aims at becoming an attractive and modern school training music, theatre, dance and film artists that is compliant with the international standards of higher art education institutions.

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The Academy seeks to bring together the most talented young people, encourage artists' dialogue and creative campaigns, develop the sense of pride in and responsibility for the future of one's art.

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The Academy seeks to bring together the most promising art researchers for inspiring research of scientific assumptions and implementation of innovative ideas in cooperation with Lithuanian and foreign higher art education institutions and universities.

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The Academy intends to establish open laboratories of artistic expression and scientific research for all age groups in order to look for undiscovered talents and steer them to learning, informal learning and creation.

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The Academy seeks to participate in the cultural life of all Lithuanian regions by sharing its experience in artistic projects and spreading the spirit of creativity.

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## **CONTEXT OF ACTIVITY**

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In 2013 after the external evaluation of the Academy's performance, SKVC took a decision to give positive assessment to the performance of the Lithuanian Academy of Music and Theatre and accredit it for six years based on Decision No Sp-IR-19/12 of MOSTA on the conclusions of evaluation of the facilities and learning resources of the higher education institution and expert evaluation of 8 August 2012.

Art, research and other intellectual resources accumulated at LAMT are directly in line with the provisions of the Programme of the Sixteenth Government for 2012–2016 related to the promotion of creativity which can ensure the national progress and turn Lithuania into the state of creative and knowledge society. The Academy is a higher education institution attributable to cultural memory, art creation and dissemination institutions preserving the foundations of national identity. It is capable of participating in the shaping of cultural policy. The priorities of LAMT activities that are of creative origin add value to the knowledge society by transforming it into the promising, active, cultured and smart society. As it is a specialist and quite small higher education institution/university, LAMT is particularly sensitive to political, economic, social and technological factors.

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### **Political environment:**

In Lithuania, the greatest impact on the training of professional artists is made by the political environment. The reform of higher education that started in 2009 and the procedure for general admission of students to Lithuanian higher education institutions had an adverse impact on the efforts to obtain state funding. Every year, state funding for art studies is reduced. Due to specific conditions of the competition for receiving state funding and student admission procedures that are not suitable for the selection of future artists, state funding is allocated only to around 30 per cent of persons wishing to study at LAMT. As art studies, music studies in particular, are among the most expensive, gifted young people choose to study abroad when they do not receive state funding, thus putting the Academy's survival, the quality of studies and competitiveness at stake.

The policy of artistic education of school-age children focussed on self-expression and non-formal education is not favourable for professional art. The Academy finds it especially important to maintain an appropriate level of professionalism and competitiveness.

The policy of assessment and rating of higher education institutions applied to universities in general is neither favourable for art studies. Assessment of higher education institutions without taking account of their specific character, purpose and mission, is a real threat to the Academy's prestige, autonomy and uniqueness. The distinctiveness of the Academy's activity unfolds when analysing the results of artistic activity which is compliant with international standards. Their importance for culture and the process of professional art studies should be among the major criteria when assessing the higher education institution.

Unfavourable emphasis placed in education, higher education and child artistic education policy lowers the level of art professionalism, reduces accessibility of art studies, poses a threat to the quality of studies, survival of the higher education institution and consequently the culture of the whole country.

With regard to the future, the most recent strategic documents: National Progress Programme *Scientific Lithuania 2030, Guidelines for the Change of Cultural Policy*, where the priorities of creativity are set, should be viewed as a positive political context.

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### **Economic environment:**

As far as economic environment is concerned, a rather low financial viability of the country's population is the most sensitive issue for the Academy. This is the reason why LAMT has no

possibility to have a sufficient number of students capable of paying for their studies. Therefore, the largest share of the Academy's budget consists of the state funds. As a result, the possibilities to make the infrastructure of studies, facilities and learning resources up to date as well as improve higher education quality diminish.

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### **Social environment:**

The threat of reduction in the student number conditioned by the social environment and related to the demographic situation in Lithuania is both real and forecasted. Therefore, lifelong learning activities should be developed more actively as well as marketing of studies aimed at attracting young people from abroad to art studies.

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### **Technological factors:**

Technological progress is considered one of the major indicators of higher education advancement. In art studies, such progress is directly related to the increased supply of equipment for studies and teaching, innovations of teaching methods using IT, development of possibilities for distance and e-studies, expansion of electronic databases, digitisation of audio and video recordings, application of technological innovations in creative electronic music and film art projects.

Technological innovations are particularly relevant to the improvement of the Academy's performance and administrative processes. They are the means that open up the possibilities for constant renewal and require for continuous update, encourage the search for additional funding sources in order to improve performance quality.

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## **STRENGTHS AND OPPORTUNITIES**

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### **1. Entrants' motivation and readiness for studies**

The Academy is one of the few higher education institutions in Lithuania which is selected by very motivated young people who have made a clear decision to become professional artists. According to the data available for 2013, 78 per cent of first-year students chose studies at LAMT as their first priority. Their entrance score was the highest. LAMT is in the first place among Lithuanian universities according to these major indicators. This fact evidences of the unfading popularity of art studies and our students' high motivation to study.

**Opportunities.** Entrants' motivation and preparedness for studies are the Academy's strength that enables it to select young people who are most talented, motivated and best prepared for art studies; ensure high level of professionalism, renewal of creation, improvement of quality of studies and sustainable art development.

Entrants' motivation and adequate professional preparedness encourage to offer a broader range of studies for choice, i.e. design new study programmes, create conditions for selecting minor entrepreneurship, social and other studies along with art and thus open up more possibilities for employment.

LAMT entrants' motivation evidences of the possibility to expand the market of studies in Lithuania and abroad. By means of marketing of studies and admission of young people from Lithuania and foreign countries into paid studies, the ratio between the state funded share of the Academy's budget and own funds may be improved. In this way, the possibility to reduce the threat of losing students and competitiveness due to demographic changes opens up.

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## **2. Students and alumni are the most prominent professionals in their field**

Every year, LAMT students win prestigious contests or art festivals and are well-known in the world of art as music performers who are actively involved in concert activity as well as actively touring theatre and film artists. Even while studying, students win competitions for jobs in all most prominent Lithuanian professional art institutions, i.e. Lithuanian National Opera and Ballet Theatre, Lithuanian National Drama Theatre, National Philharmonic as well as orchestras and theatres of other Lithuanian towns. Some students create their own ensembles which integrate into the country's and foreign concert life and receive awards for artistic achievements.

From 1989 to 2013, 57 graduates of the Academy, i.e. composers, music performers, conductors, actors, directors and musicologists, were awarded the National Culture and Art Award.

**Opportunities.** Students and alumni are the Academy's strength that enables it to maintain high standards of professionalism in art, develop international cooperation, implement innovative creative projects. This strength opens up an opportunity to solve the problem of generation renewal of artists and Academy's teachers without lowering the level of professionalism and ceasing to actively participate in artistic life and by ensuring the close link between studies and artistic activity. What is more, cooperation with LAMT alumni could contribute to the shaping of the national cultural and artistic education policy by ensuring sustainable development of artistic creation, in a broad sense, and strengthening its impact in the country's regions.

The Academy's graduates who are famous professionals in the world of art and their professional achievements make the career of an artist more attractive. The possibilities for closer cooperation with them in academic activity would reduce the risk of artists' "brain drain".

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## **3. Teachers are the most famous artists**

LAMT is the only Lithuanian higher education institution where the teaching staff consists of music, theatre and film artists, i.e. music performers, conductors, actors, theatre and film directors, who are famous in the country and all over the world. According to the data available for 2013, 133 recognised artists, who combined creative and pedagogical activities, taught at LAMT and 28 of them were granted the National Culture and Art Award.

**Opportunities.** Professional competence and recognition of Academy's teachers are the guarantee that enables to maintain a high professional level of art, ensure the development of studies, research and art market as well as the possibility to improve the quality of studies and attract both local and foreign students to art studies.

Teachers who are actively engaged in artistic life as well as the Academy's alumni reduce the threat of unattractiveness of the artist's career, the risk of "brain drain" and competitiveness loss.

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#### 4. Cohesion of artistic activity and art research

The Academy stands out among other higher art education institutions in Europe and around the world because scientific research of musicology and teatrology in the field of art studies is conducted by both professional artists and scholars. LAMT performs scientific research of musicology and teatrology in the field of art studies, publishes them, educates doctors of science and art. LAMT was granted the right to award scientific degrees of the Doctor and Doctor Habilitatus in the field of art studies, the area of the humanities (musicology), in 1993 and teatrology in 1999. High-level scientific theses were prepared and defended by 77 PhD candidates at LAMT. They were awarded Licentiate Degrees. In 2010, LAMT was entitled to deliver doctoral art studies (in music, and in 2012 in the field of theatre and film).

According to the data available for 2013, 94 researchers worked as teachers at LAMT, and 56 out of them had a scientific degree, 5 were habilitated doctors of science or had completed the habilitation procedure. LAMT researchers are members of prestigious international research organisations. Researchers' articles and publications are available in the journals indexed in the global ISI scientific database (*Thomson Scientific Database*), their works are published in prestigious foreign publishing houses and collections of foreign universities.

The Academy's musicologists actively participate in the activities of the major European and global research organisations, global congresses and conferences. LAMT researchers deliver presentations in international conferences, participate in research project programmes and national projects.

Researchers of the areas of musicology, ethnomusicology and teatrology working at LAMT actively participate in the activities of expert commissions (Lithuanian Research Council, Centre for Quality Assessment in Higher Education, Ministry of Culture, Ministry of Education and Science, Committee on National Culture and Art Awards, Press, Radio and Television Support Foundation, European Film Academy, the programme of the European Union *Culture 2000*).

In 2012, the following fields of scientific research were updated and approved by the Academy:

1. Lithuanian music, theatre and film art research.
2. Lithuanian music, theatre and film history: sources, personalities, cultural context.
3. Inter-disciplinary art research.
4. Lithuanian ethnomusicology: fundamental and applied research.
5. Art education: history, theory, methodology.
6. Contemporary art theory and discourses.
7. Art interpretation: theory and practice.

**Opportunities.** Cohesion of art and research in a single institution is a distinctive feature of the Academy. Scientific art research is the strength that enables to update the content of studies by integrating the achievements of art research into it, encourage art practitioners to research art and artistic activity from scientific perspectives.

Cohesion of art and research in a single institution may help to attract additional funding sources by implementing projects that are important for the development of art and artistic research; open up new opportunities for the development of studies, research and art market in Lithuania and

abroad; reinforce relations with alumni and social partners; modernise the Academy's activity; reduce the threat of "brain drain" and loss of the Academy's artistic identity and competitiveness.

Cohesion of art and research as well as the quality of research conducted may become a means to avoid the threat of LAMT autonomy loss posed by the optimisation processes of Lithuanian higher education institutions.

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## 5. Developed international cooperation

International cooperation involving participation of students and teachers in mobility programmes and coordination of international research and art activity is among the most prominent areas of LAMT activity. LAMT is active in cooperation with international higher education networks and associations when implementing ideas aimed at strengthening partnerships and modernisation of higher education. In 2013, the Academy was a member of nine international associations, six *Nordplus* networks and one *Nordplus* horizontal programme partner actively participating in the working groups of thematic networks of associations.

In 2011, LAMT international activity indicators were in the top 10 of the most active European higher music education schools: it was the fifth according to the number of outgoing students of music; the eighth according to the number of incoming students; the second according to the percentage of outgoing students from the total number of students; the ninth according to the number of outgoing teachers; the first according to the number incoming teachers.

LAMT engages in the international activity on the basis of cooperation agreements with 125 higher education institutions from 34 countries around the world; 116 of them are its partners in the *Erasmus* programme.

**Opportunities.** Developed international cooperation is the Academy's strength that enables it to start purposeful academic cooperation with foreign partners when developing intensive art projects, updating and designing joint study programmes, improving the quality of studies; ensure the development of studies, research and art market in Lithuania and abroad. Active cooperation with foreign partners may be beneficial in shaping the national cultural and educational policy in the area of art as well as reducing the risk of unattractiveness of the artist's profession caused by unfavourable political decisions.

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## STRATEGIC OBJECTIVES AND THEIR ACHIEVEMENT

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Our objective is to show changes evidencing of the viability of selected solutions by our energy, professional activity and distinct art signs.

Strategic objectives indicate the directions of the Academy's activity, strategic changes and priorities by 2020. They cover all areas of LAMT activity, i.e. studies, artistic activity, research, Academy's resources and governance.

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### Long-term strategic directions:

1. Ensure student-centred studies and possibilities for lifelong learning as well as competitiveness of art studies through development of new competences and improvement of the quality of studies;
2. Develop artistic activity, scientific and art research by promoting creativity and innovations; expanding international cooperation, interaction between research, art and studies; ensuring dissemination in regions.
3. Increase transparency and efficiency of governance and self-governance processes through improvement of organisational culture.

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**Strategic changes:**

1. Ensure student-centred studies and possibilities for lifelong learning as well as competitiveness of art studies through development of new competences and improvement of the quality of studies:
  - 1.1 Updated study programmes providing the possibility to choose minor studies and developing entrepreneurship competences;
  - 1.2 New interdisciplinary study programmes that provide young people who have a talent for art with more possibilities for studies and greater competitiveness on the labour market as well as ensure LAMT competitiveness;
  - 1.3 Implementation of international art projects developing international cooperation competences of students and teachers and ensuring the development of LAMT international cooperation;
  - 1.4 Efficient lifelong learning strategy that enables to make an efficient use of the teachers' professional potential, promotes innovative activities and diversification of funds;
  - 1.5 Procedure for assessment and recognition of competences acquired during non-formal learning that creates more flexible lifelong learning opportunities.
  - 1.6 Updated and modernised infrastructure of studies, renovated (new), modern buildings (spaces for studies) compliant with the needs of art studies and requirements applicable today;
  - 1.7 Efficient internal quality management system for studies has been introduced that ensures constant monitoring and improvement of the quality of studies.
2. Develop artistic activity, scientific and art research by promoting creativity and innovations; expanding international cooperation and interaction between research, art and studies; ensuring dissemination in regions:
  - 2.1 The Strategy for Research and Art Activity has been developed where the directions and priorities of LAMT art and research activity are clearly set;
  - 2.2 Interdisciplinary research, high-profile art and research events, active cooperation with foreign higher education institutions of art, professional networks, social partners, business world;
  - 2.3 An efficient procedure for promotion of active art and research that motivates to constantly improve one's professional competence, participate in national and international programmes, regional development events, art and research projects and innovative activities has been developed and introduced;
  - 2.4 Monitoring of results and relevance of results of qualitative and quantitative research and art activity has been developed and introduced.
3. Increase transparency and efficiency of governance and self-governance processes through improvement of organisational culture:

- 3.1 Optimisation of LAMT management structure that saves resources, regulates processes efficiently and ensures the growth of performance quality indicators;
- 3.2 Smooth internal and external communication that ensures feedback (students, staff, alumni, social partners);
- 3.3 Responsibility for the efficiency of undertaken activity and the quality of results, monitoring of performance indicators to be achieved;
- 3.4 Optimum combination of governance, leadership and self-governance competences when developing and implementing action plans related to the implementation of the strategy *Academy 2020*.

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## IMPLEMENTATION AND MONITORING OF THE STRATEGY

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The strategy *Academy 2020* sets objectives for the period of six years that are targeted at major changes related to the implementation of the vision and the commitment by each member of our community to implement this vision by means of the results of their pedagogical, artistic and/or scientific activity.

To achieve strategic objectives, the action plan is prepared every year where funds, their potential sources, duration, implementers, monitoring and supervision of performance results are planned. The action plan is enclosed to the Strategic Plan of the Academy which is drafted in accordance with the methodology approved by the Government and updated every year taking into account the current situation and achievements. Performance results are analysed and assessed at the end of each calendar year in the reports on the performance of the Academy and its units.

The strategy *Academy 2020* is a strategy of qualitative changes. It has been developed being fully aware of the risks and circumstances we are unable to control that may affect the course of its implementation. The above refers to the following:

1. Reduction in the number of entrants due to the demographic situation;
2. Changes in the higher education policy which may lead to unfavourable consequences for higher education institutions of art;
3. Reduction in funding for art studies due to which the number of students having a possibility to receive state funded study places is lower every year;
4. “Brain drain” of the most talented young people to foreign higher education institutions due to risky conditions of admission to higher education institutions related to the possibility to receive study funded study places;
5. Loss of competitiveness due to an insufficient number of students. When the funding of higher education institution is directly related to the number of students who were granted state funding, there is a threat to become unable to ensure the quality of studies, develop art and research activity, if it reaches the critical limit;
6. Low attractiveness of the professional artist’s career due to unfavourable national cultural, educational and social policy.

LAMT major achievements are related to the change in students’ learning, artistic and creative experience as well as thinking, the capability of artists who actively engage in the creative activity and that of scholars who conduct art research to actively participate in the processes of development and dissemination of 21<sup>st</sup>-century cultural and scientific ideas.

The Academy's strategy of changes was inspired by the changes in life, expectations of the Academy's community, employers, social partners, the needs of education and training institutions of Lithuanian towns and regions, foreign partners, the public and state. We believe that:

- ✓ Young people with a talent for art will choose the Academy knowing that here they will find the best opportunities for the growth of their talent;
- ✓ Professional artists will choose the Academy in order to convey their experience and knowledge to the youth;
- ✓ Researchers will find the best environment to conduct art research
- ✓ The Academy's community and alumni will relate their identity with the exceptional achievements of this higher education institution;
- ✓ Employers will be certain about the professionalism of their future staff and possibilities of developing artistic, scientific and educational activity uninterruptedly;
- ✓ Social partners and education and training institutions of Lithuanian towns and regions will be able to trust us and the originality and quality of our joint projects;
- ✓ When choosing us for the implementation of joint art or research projects, partners from foreign countries will be able to expect a professional and reliable partnership;
- ✓ The public will have a possibility to develop their taste in art and spiritual culture;
- ✓ The state will be able to shape the cultural and art policy of the international level being certain that the future of our country's music, theatre, dance and film is promising.

The Academy's community is ready to ensure academic freedom and professional identity professionally and with determination by taking responsibility for the quality of LAMT activity.

## ANNEX No. 1. VISION IMPLEMENTATION AND STRATEGIC CHANGE INDICATORS

Indicators	Value (place)		
	2016	2018	2020
<b>Vision implementation indicators</b>			
Number of new study programmes (except for joint study programmes)	1	1	1
Number of joint study programmes	1	2	3
Internationalisation indicator	60	80	100
Best-qualified teachers (recognised artists and teachers with a scientific degree), percentage from the total number of teachers (in FTEs)	63	64	65
Share of students admitted to the first cycle studies who selected LAMT as their first priority	75 per cent	78 per cent	80 per cent
Indicators of sufficiency and availability of facilities and learning resources	Compliance percentage – 100		
<b>1. Ensure student-centred studies and possibilities for lifelong learning as well as competitiveness of art studies through development of new competences and improvement of the quality of studies</b>			
Level of student-centred studies	23 points out of 45	30 points out of 45	35 points out of 45
Assessment of the quality of studies and teaching by graduates	3 points out of 5	3.5 points out of 5	4 points out of 5
Assessment of professionals trained by employers	3 points out of 5	3.5 points out of 5	4 points out of 5
Indicator of implementation of lifelong learning measures	22 points out of 45	30 points out of 45	35 points out of 45
LAMT place by the share of students admitted to the first cycle studies who selected the Academy as their first priority	Places from 1 to 3 among Lithuanian universities		
LAMT place by the average competitive score (achievement) of the first cycle studies	Places from 1 to 3 among Lithuanian universities		

Indicators of academic preparedness of students admitted to studies, motivation to study in the selected studies and student turnover

Compliance percentage – 100

Efficient use indicators of LAMT funds allocated from the state budget

Compliance percentage – 100

**2. Develop artistic activity, scientific and art research by promoting creativity and innovations; expanding international cooperation and interaction between research, art and studies; ensuring dissemination in regions**

Number of research and research development projects implemented by LAMT

3                      4                      5

Number of publications of scientific research results per teacher-researcher/research worker (FTE)

1                      1                      1

Number of cultural and art events organised by LAMT

400                      400                      400

Number of art works performed and/or published in prestigious and well-known art and culture spaces per recognised artist (FTE)

3                      3                      3

**3. Increase transparency and efficiency of governance and self-governance processes through improvement of organisational culture**

Efficiency of the Strategic Plan

98 %                      99 %                      100 %

Share of implemented governance improvement measures from the number of planned ones

95 %                      95 %                      95 %

Performance quality assessment indicator  
*(results of employee surveys)*

3.4 out of 5                      4 out of 5                      4.5 out of 5

Indicators of teaching and administrative staff composition, structure and qualifications

Compliance percentage – 100

Percentage of teaching and administrative staff who engaged in professional development from the total number of teaching and administrative staff

32                      35                      40