



/ 2023

ANNUAL REPORT OF

KAUNAS UNIVERSITY OF TECHNOLOGY

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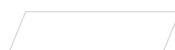
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/ FACTS AND NUMBERS



* The total number of students includes the students of professional studies.

/ Facts and numbers

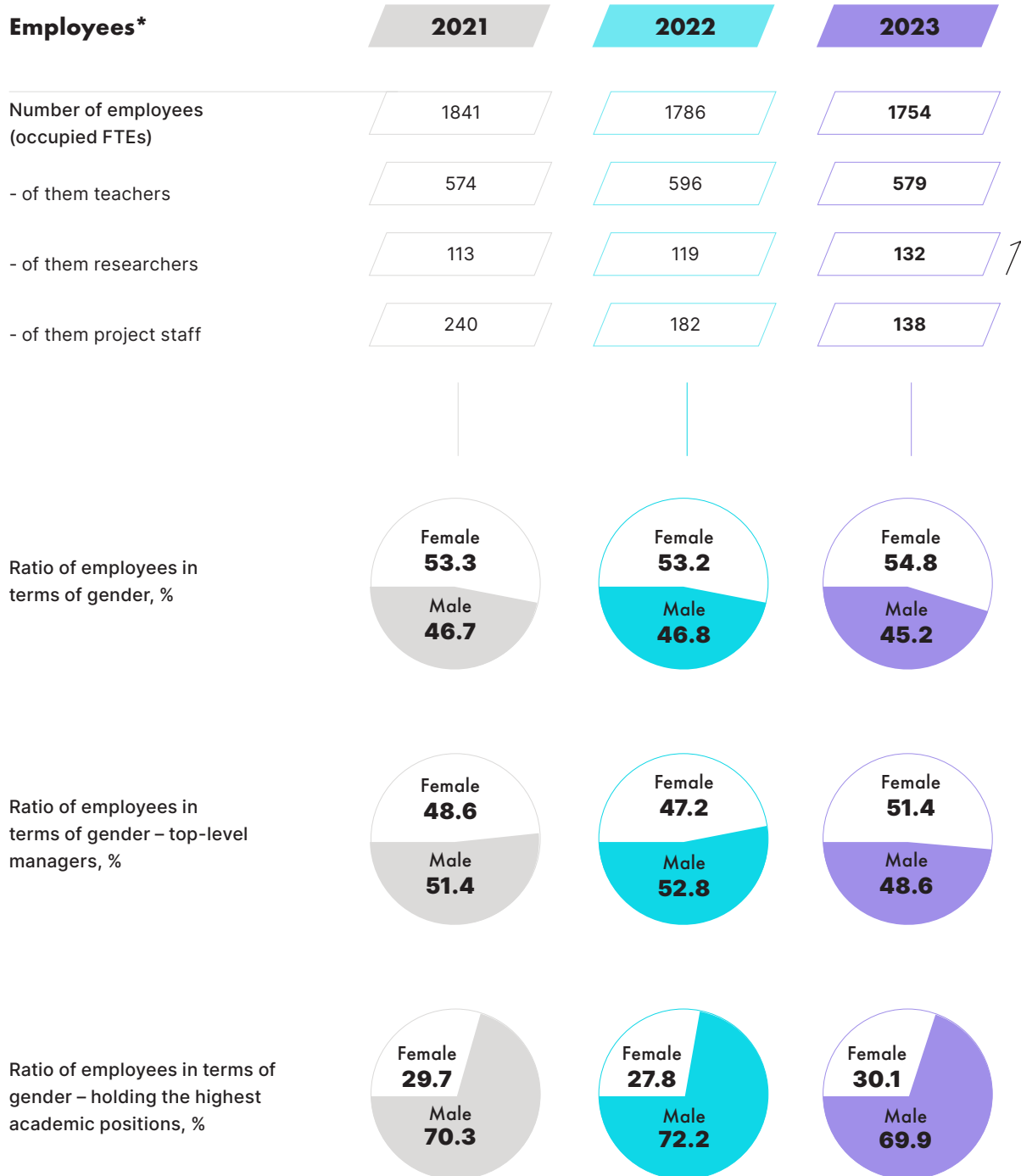
Study programmes*	2021	2022	2023
Number of study programmes	128	128	124
- of which of the first cycle studies	51	50	47
- of which of the second cycle studies	56	56	55
- of which integrated studies	1	1	1
- of which professional studies	1	1	1
- of which of the third cycle studies	19	20	20
- of which taught in the English language	68	68	69
- of which joint and double-degree study programmes	19	12	25**
Graduates	2021	2022	2023
Number of graduates	2125	1961	1850
- of them of the first cycle studies	1248	1122	992
- of them of the second cycle studies	771	769	761
- of them of the third cycle studies***	51	44	57
- of them of professional studies	55	26	40

* Provided study programmes with at least 1 student.

** The definition of the indicator and the calculation method have been corrected.

*** Defended dissertations in the current year

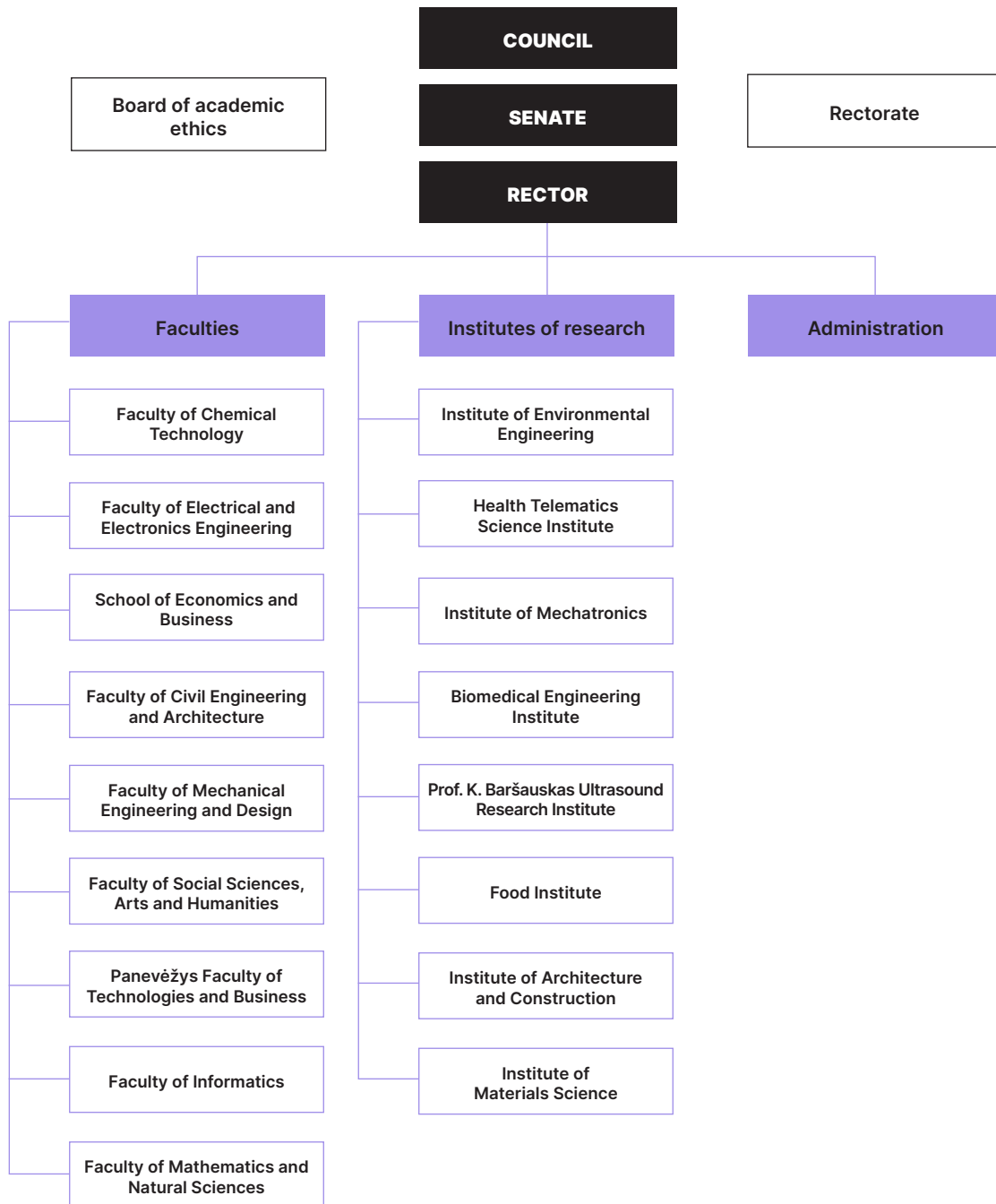
/ Facts and numbers



* Data of the last working day of the current year.

/ Structure of the University / Academic departments

Faculties, research institutes, administration



/ Structure of the University / Non-academic departments

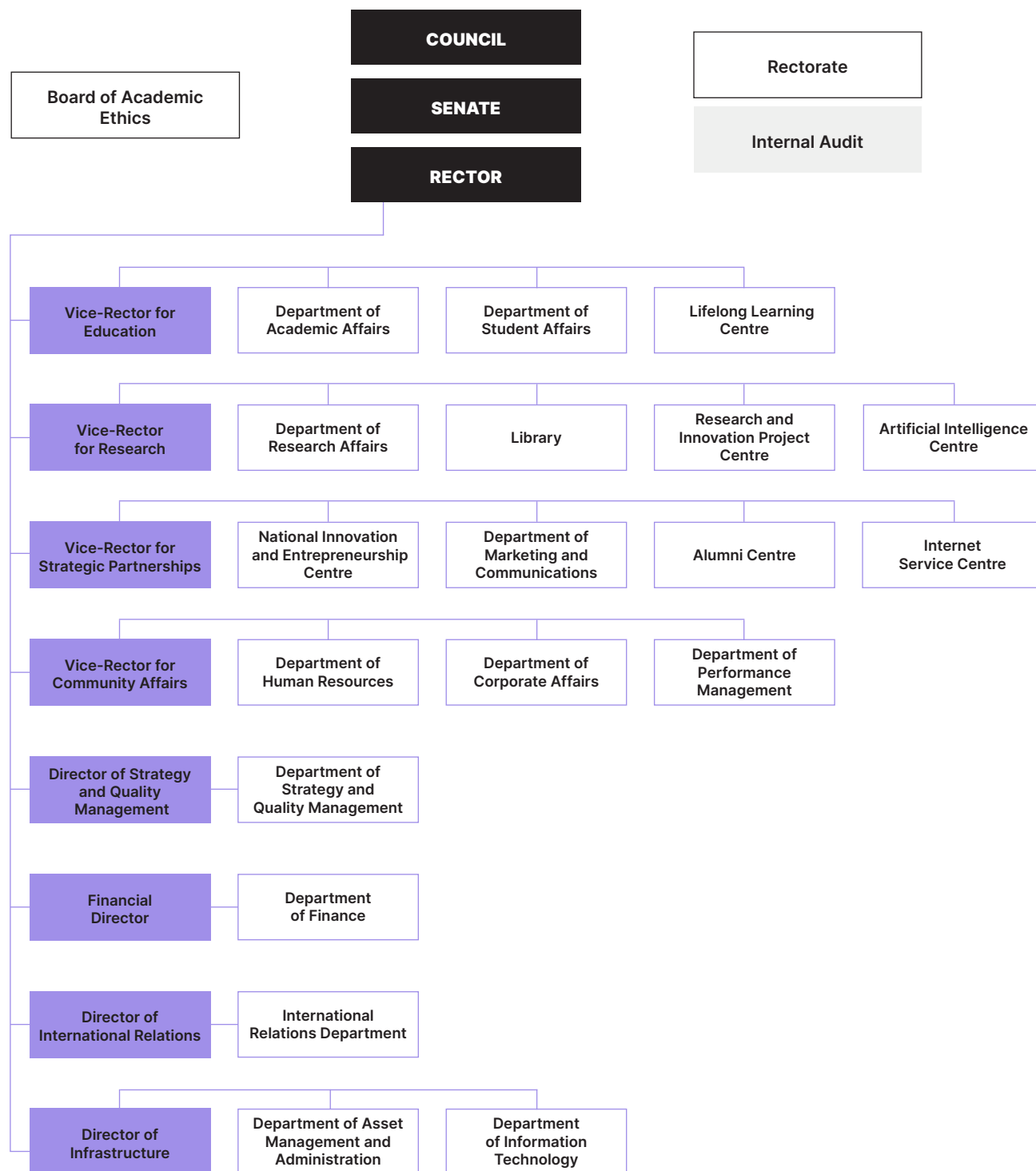
Administration, service departments



2023

annual activity report

KTU





/ Strategic activities of Kaunas University of Technology

/University receives attention and recognition from international experts

In May 2023, a team of international experts visited Kaunas University of Technology (hereinafter - KTU, the University) to assess the quality of the University's activities and make recommendations, thus forming preconditions for the improvement of the University's performance. The visit of the experts is part of the external institutional evaluation process organised by the Centre for Quality Assessment in Higher Education.

The University's performance was evaluated in four separate areas: Management, Quality Assurance, Study and Research (Artistic) Activities, and Impact on Regional and National Development. In the area of Management, the focus was on the review of the University's strategic documents, the assessment of the management of the various resources (financial, human, infrastructure, etc.) and the design and implementation of management and operational processes. In the area of Quality Assurance, the experts assessed the functionality and effectiveness of the University's internal quality assurance system, including the staff and student support system, social inclusion and academic integrity. In the area of Study and Research (Artistic) Activities, in

The university received a seven-year accreditation to continue its activities

addition to the analysis of the general processes and the assessment of their compatibility, particular attention was paid to the assessment of the level of internationalisation in study and research activities. In the area of Impact on Regional and National Development, a key focus of the experts was on assessing the effectiveness of the impact of the University's activities on all stakeholders and society, including the effectiveness of cooperation with social partners, the creation of lifelong learning conditions and the social activism of the University community.

After assessing all these areas, the experts provided their insights and recommendations to help the University successfully improve its performance in the future. In addition, the experts highlighted many examples of KTU best practices which reveal the exceptional quality of the University's processes and prove that the University community and managers can demonstrate leadership in terms of proper management of the organisation, the implementation of study and research activities, and the creation of impact on the society and the partners of the University. The evaluation achieved the main objective of the process, which was to obtain a seven-year accreditation to continue the University's activities.

In 2023, a nationwide comparative evaluation of research and experimental development (R&D) at universities and research institutes was conducted. According to international experts, the University conducts a high level of R&D. The quality of R&D activities is very good (4 points) and internationally recognised in the science fields of chemistry, environmental engineering, electrical and electronics engineering, energy and thermal engineering and mechanical engineering; and in the science field of sociology, the evaluation was 4.5 points.





/ **New home for research**

At the end of 2023, the M-Lab Centre of Experimental and Prototyping Laboratories of Physical and Technological Sciences (M-Lab Centre) opened on the University student campus. The new, innovative and modern interdisciplinary laboratory centre M-Lab is a unique space for scientists, innovators and creators from Lithuania and other countries which will provide access to experimental, prototyping and testing laboratories, and aim to promote innovation and the emergence of future technologies, and become a dominant centre of interdisciplinary collaboration and prototyping, enabling the development of innovative and sustainable solutions for society.

The 12 different thematic laboratories located in the M-Lab Centre bring together various fields of research, experimental development and innovation (hereinafter - R&D&I) and competencies, with main activities focused on experimental research and prototyping, in an efficient collaboration between science and business. At the same time, the M-Lab also focuses on developing and strengthening practical skills in students to bring together and integrate R&D&I and study activities. This will help to encourage the early involvement



of young researchers in scientific activities, the R&D&I projects implemented in science laboratories of the M-Lab Centre and the development of practical R&D&I skills.

The research of the M-Lab Centre mainly focuses on people: their health, well-being and their whole surrounding environment. Researchers from different laboratories of the M-Lab Centre will be able to collaborate to test and validate solutions in close to real-life conditions to create value-added innovations in the fields of electronics, biomedical engineering, sustainable energy, chemistry, digital health technologies, telemedicine, etc.

The renovated building of the M-Lab Centre features modern and consistent energy and architectural solutions, allowing the University to comply with the principles of sustainability and meet its sustainable development goals. The building is equipped with geothermal borehole heat pumps and a solar power plant located on the roof of the building, as well as landscaping on the roof of the building, two consoles and indoor and outdoor amphitheatres. The building has a fully automated building control system which enables the control of the building's engineering systems according to the building's work cycles, thus ensuring optimal and efficient use of the resources required for its operation.



Implementing the European University Alliances initiative

In January 2023, the ECIU Centre was launched at the University. It is responsible for the implementation of the European University Alliances initiative at the University: linking the vision of the European University created by the European Consortium of Innovative Universities (hereinafter - ECIU University) to the University's everyday activities, the quality and timely management of the ECIU University's activities and processes, and the implementation of the ECIU University's activities at the University.

A strategy and action plan for the integration of the ECIU University's vision into KTU's strategic activities has been developed, which will help to link the University's strategy and action plan with the ECIU University's strategic documents, involve the University's departments in the ongoing processes and increase the motivation to be actively involved in the implementation of change, thus ensuring the high-quality integration of the University into the network of European Universities.

In 2023, KTU, together with other ECIU members, won two European policy experimentation in higher education projects relevant to the objectives of the European University Alliances initiative:

- › The project on the legal status of European University Alliances "European Status for ECIU University (ESEU)" which aims to explore options for the legal status of European universities and strengthen cooperation between universities. The project explores various legal models for international cooperation. The project was also joined by the authorities of the European Union (EU) Member States, including the Ministry of Education, Science and Sport (hereinafter – Ministry) of the Republic of Lithuania (hereinafter – LR).
- › The European diploma project "Future-proof Criteria for Innovative European Education (FOCI)" which aims to explore the criteria and provide recommendations for the implementation of the European diploma. The project is based on examples of joint higher education programmes and other existing international cooperation models. The project involves two ECIU universities, including KTU, and six universities from the YUFE and EPICUR alliances.

ECIU University was the first European university alliance to introduce an innovative system of centralised, digital microcredentials

The project "Implementation of the Joint European University Activities to Enhance the Quality, Internationalisation and Accessibility of Studies at Kaunas University of Technology", financed by the EU funds under the Economic Recovery and Resilience Facility "New Generation Lithuania" and the state budget of the Republic of Lithuania for the period 2021-2027, has been launched to increase the international competitiveness



of the University and ensure the University's successful integration in the European University Networks Initiative. Within the framework of this project, a strategy and action plan for integration of the ECIU University vision into KTU strategic activities was developed; creative leadership and change management training was implemented, which develops the essential skills necessary for the implementation of the ECIU University goals and the achievement of successful results and an analysis of the future needs for competencies in the labour market was prepared; a framework for flexible learning pathways based on societal needs and an analysis of their implementation at University level are being prepared; an innovative approach to challenge-based learning is being introduced in the University's study programmes; a technology-enriched challenge-based learning environment and a learning resource portal for successful integration into the ECIU University digital platform are being developed, etc.

ECIU University was the first European university alliance to introduce an innovative system of centralised, digital microcredentials and, from autumn 2023, to issue centrally validated microcredentials, protected by the ECIU's digital seal, and transfer them to the digital Europass wallet for easy access and management by learners. Micro-credentials detailing the competencies acquired during the learning process, including the level of competencies, are issued through the European Digital Credential Platform.



/ Other significant events in project activities

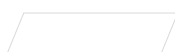
- In September 2023, the University launched the University-coordinated project "Centre of Excellence for Sustainable Living and Working in Artificial Intelligence" ("SustAIInLivWork", project no. 101059903) under the "Teaming for Excellence" funding instrument of the EU's Research and Innovation Programme "European Horizon". The project will run for six years with three Lithuanian partners (Vilnius Gediminas Technical University, Vytautas Magnus University and Lithuanian University of Health Sciences) and two foreign partners from ECIU University (Tampere University (Finland) and Hamburg University of Technology (Germany)). Almost 15 million EUR is being provided by the European Commission and almost 15 million EUR is being financed by national funds (European Regional Development Fund and the state budget) for the implementation of this project. The strategic activities of the Centre of Excellence will cover industry, health, transport, energy, artificial intelligence ethics and other related topics. The project activities will contribute to the development of Lithuania's artificial intelligence, the European Union's Digital Agenda and the European Green Deal strategies.
- In 2023, a funding agreement was signed for a project to establish a Technological and Physical Sciences Excellence Centre (TiFEC) at KTU. The newly established TiFEC will be used for research and experimental development at the highest international level in the fields of electrical and electronic engineering, energy and thermal engineering, and chemical science. TiFEC activities will contribute to the country's sustainable economic development and increase international competitiveness.
- In 2023, KTU also launched mission-based research and innovation programmes funded by the EU funds for 2021-2027, the Recovery and Resilience Facility "New Generation Lithuania" and the LR state budget. The University will implement the project and address societal





challenges in two priority mission topics under the smart specialisation priorities: "Secure and Inclusive e-Society" and "Smart and Climate-Neutral Lithuania". The project aims to develop a research and experimental development ecosystem of technological universities and companies based on smart, climate-neutral manufacturing technologies and materials (SmartEcoTech). These activities will contribute to improving the quality of the environment and reducing ambient air pollution and Lithuania's greenhouse gas emissions, promote the use of sustainable solutions in the construction sector and accelerate the transformation of the construction market towards sustainability and zero waste. The consortium led by KTU will also develop a project on digital defence to increase cyber resilience and reduce the risks of privacy breaches and personal data leaks. The consortium will develop and promote innovation in information and communication technologies and contribute to enhancing cyber security. Two Centres of Excellence for Information and Communication Technologies are to be established.

- In 2023, the University has focused on the modernisation of KTU buildings and facilities. Two buildings (including one student dormitory) have been fully modernised, more than 10 buildings managed by KTU have been renovated, and new modern spaces have been created for work and leisure for both students and staff. As part of a consistent policy of installing renewable resources in the University's buildings, two new solar photovoltaic power plants were installed on the roofs of buildings on KTU campus in 2023, and a remote solar photovoltaic power plant was purchased and commissioned.

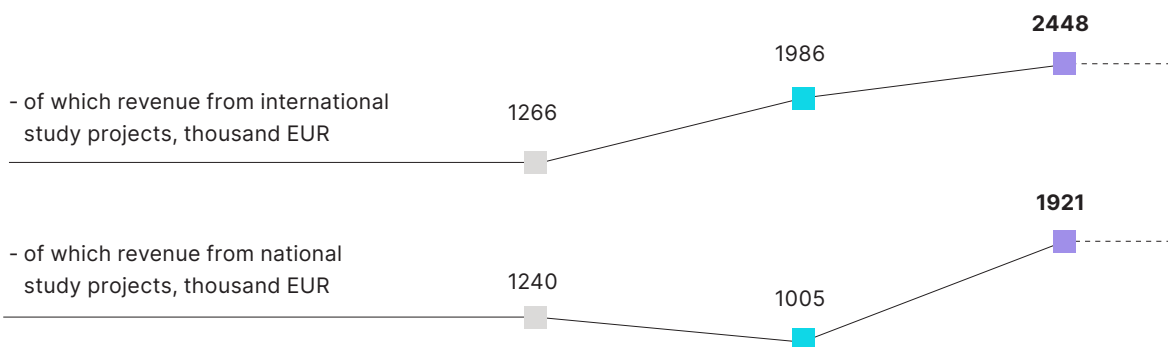




/ Value chain in Studies

Strategic indicators of the value chain in studies

Indicator	2021	2022	2023
International trips of students	185	232	365 ↗
- of which internship/fellowship trips	110	112	98
- of which trips for partial studies	75	120	267 ↗
Number of the teaching visits of KTU teachers at foreign universities	32	107	189 ↗
Student satisfaction in terms of the quality of the educational and recreational environment	3.8	3.8	4.0 ↗
Ratio of the students who graduate on time and the admitted students, %	55	57	57
Employability of graduates (highly-qualified specialists) within 12 months after graduation, %	84	84	84
Revenue of non-formal education, thousand EUR	427	563	579 ↗
Revenue of study projects, thousand EUR	2506*	2991*	4369* ↗



* The calculation methodology for the revenue of study projects has been amended since 2021: the full volume of the revenue of study projects is included in the revenue of study projects (including the scholarships).

/ Implementation of key activities planned for 2023



Improving digital competencies in teachers and digitising study processes and module content

- A 66-hour training programme "Programme for the Development of Digital Competencies in Teachers" has been developed for the development of digital competencies in teachers corresponding to the latest trends.
- Implementation of the project "Digital Transformation of Education ("EdTech")", funded by the EU's "NextGenerationEU" instrument for economic recovery and resilience included the development of the digital competencies of 98 teachers and digitisation of 85 study modules. 21 students completed the studies of the Informatics study module.
- An automated e-course template was developed for the study module, covering module data, topic content and assessments, ensuring students' academic integrity, learning support and teacher's resources. This template will be used by teachers to adapt all study modules by 2025. The procedures and criteria for the certification of e-courses for remotely taught modules have been updated.
- Guidelines for students and teachers on the use of generative artificial intelligence in the study process have been developed.



Activation of the SKILLed AI programme and implementation of programme promotion activities

- The Talent Academy's new specialised additional education programme SKILLed AI was launched in 2023, with the first 23 students admitted. The activity grid includes professional and community-building activities, including activities with researchers of KTU Artificial Intelligence Centre and business representatives from companies such as UAB Accenture Lithuania, UAB Neurotechnology, UAB Agmis, Danske Bank A/S and UAB Centric IT Solutions Lithuania. The activities and benefits of the programme were actively promoted to the University community and the public.



Activation of disability policy and universal design principles at the University

- The guidelines for the inclusion of the community with individual needs have been developed. They include the principles of universal design and stipulate



processes for the implementation of the inclusion of the community with individual needs at the University.

- An audit of the University's Academic Information System (AIS) has been initiated to assess the accessibility and adaptability of the system for people with individual needs.



Updating of the visual image of art societies and student organisations, development of a new communication and representation plan for sports teams

- A new plan for updating the visual image of art societies and student organisations was developed.
- A visual image audit of student organisations was carried out.
- The website sportas.ktu.edu was updated: a new page architecture has been developed and implemented on the website, and a new line of visuals has been created for the site.



Promoting the international mobility of students and staff, ensuring equal access for the most vulnerable groups in the community

- In response to one of the key horizontal priority areas of ERASMUS+, "Inclusion and Diversity", KTU has identified and announced the most vulnerable groups in the community.
- Information on the implementation of the inclusion policy was disseminated through the University's social media accounts, the international relations coordinators of the faculties, and highlighted at meetings and information seminars.
- KTU shared with partners information on the most vulnerable groups of community members identified by KTU and introduced them to the current version of the ERASMUS+ Handbook and the Inclusion and Diversity Strategy of ERASMUS+ and the European Solidarity Corps. It is prioritised that mobility activities under ERASMUS+ should include participants with fewer opportunities, partners are encouraged to use the groups identified by KTU and asked to establish internal selection procedures.
- In 2023, 10 students from KTU and 5 partner universities have been identified as the most vulnerable groups in the community and have received additional financial support for international mobility.

Major achievements in studies in 2023

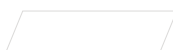
Changes in the numbers of admitted students

	2021	2022	2023
Total			
- number of admitted students	2239	2265	2504 ↑
- change in the number of admitted students, %	-4.2 %	1.2 %	10.6 %
First cycle and integrated studies			
- number of admitted students	1332	1361	1471 ↑
- change in the number of admitted students, %	0.3 %	2.2 %	8.1 %
Second cycle			
- number of admitted students	877	854	978 ↑
- change in the number of admitted students, %	-8.3 %	-2.6 %	14.5 %
Professional studies in pedagogy			
- number of admitted students	30	50	55 ↑
- change in the number of admitted students, %	-43.4 %	66.7 %	10.0 %



Student admission

- The total number of students admitted to KTU has increased by 10.6% in 2023, in comparison to 2022.
- 1471 students were admitted to first cycle and integrated studies, 8.1% more than in 2022 (1361). 1233 students were admitted to state-funded positions, 12.2% more than in 2022 (1099). 238 students were admitted to state non-funded positions, 9.2% less than in 2022 (262).
- KTU remained in second place among Lithuanian universities in terms of admissions to state-funded positions (14.8% of the university study market) and the number of admitted graduates with at least one 100-point grade in the state maturity examinations (156 students) – in KTU, such students account for 10.6% of the total number of admitted students. KTU remained in first place among the largest Lithuanian universities (excluding specialised academies) in terms of the percentage of the invited applicants who have signed the learning agreements (93.8%), and concluded learning agreements under the study programme listed as the first priority (about 86%).
- Admissions to first cycle studies took place in 38 study programmes, the highest number of students, the same as 2022, was admitted to Software Systems (198; remained among the largest programmes in Lithuania), Civil Engineering (104), Electronics Engineering (86), Mechanical Engineering (81 and Informatics Engineering (79).
- 978 students were admitted to second cycle studies, 14.5% more than in 2022 (854). 836 students were admitted to state-funded positions, 19.8% more than in 2022 (698). 142 students were admitted to state non-funded positions, 9% less than in 2022 (156). KTU remained in second place in Lithuania in terms of admissions to state-funded positions (19.7% of the university study market). Admissions took place to 54 study programmes, the highest number of students were admitted to Public Administration (72), Management (52) and Artificial Intelligence Informatics (47). 19 students were admitted to a new study programme Public Administration KTU MBA.
- 55 students were admitted to professional studies in pedagogy, 10% more than in 2022 (50). 48 students were admitted to state-funded positions, 7 students were admitted to state non-funded positions.





Admission of international students

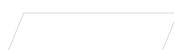
- 278 international students were admitted to the University in 2023, 14% more than in 2022 (242). The number of applications to study at the University continued to increase (2083 in 2022, 2308 in 2023) and the number of persons invited to study (564 in 2022, 615 in 2023). In comparison to the previous year, the ratio of the general number of invited persons to study and their conversion to admitted students is improving (43% in 2022, 45.4% in 2023). The evaluation of the international students' competition score is improving in all cycles (a grade-point average of the applicants to bachelor's studies is 7.93, integrated studies – 7.47 and master's studies – 6.68).
- 24.5% of the international students who applied were invited to study under the **first cycle and integrated study programmes**. 52.9% of the invited persons signed their learning agreements and did not terminate them. This year, the number of admitted international students was 0.68% lower in comparison to 2022 (there were 57% more admitted students in 2022, in comparison to 2021).
- The number of applicants to **second cycle study programmes** increased by 33.5%. 28.7% of the international students who applied were invited to study (28.3% in 2022). In comparison to the previous year, the number of the invited persons increased by 35.3%, 39% of the invited persons signed their learning agreements and did not terminate them. In 2023, 133 international students were admitted to second cycle studies (89 in 2022).

- The largest numbers of international students were admitted to first cycle study programmes of the Faculty of Electrical and Electronics Engineering (30 in 2023, 16 in 2022), the Faculty of Mechanical Engineering and Design (28 in 2023, 33 in 2022) and the Faculty of Informatics (27 in 2023, 36 in 2022). The largest numbers of international students were admitted to second cycle study programmes of the Faculty of Mechanical Engineering and Design (48 in 2023, 23 in 2022), the School of Economics and Business (19 in 2023, 9 in 2022) and the Faculty of Chemical Technology (16 in 2023, 8 in 2022).
- The most popular first cycle study programmes among international students were Business Digitisation Management, Artificial Intelligence, Informatics, Electronics and Electrical Engineering and Civil Engineering; the most popular second cycle study programmes were Industrial Engineering and Management, Artificial Intelligence Informatics and International Business.
- Aiming to attract and motivate prospective international students with the best academic results to choose studies at the University, 18 foreign nationals received a full reimbursement of their tuition fees. Currently, 47 foreign nationals are studying with tuition fee reimbursement for international students.
- In 2023, 20 Ukrainian and 5 Belarusian citizens were admitted to the University with state support.
- 2023 Agreement with the Educational Exchange Support Fund provided support for 4 international students to study under full-time second cycle study programmes (tuition fee reimbursement and a monthly scholarship of 550 EUR).



International student exchange

- The Global Faculty Week event took place on 24-28 April 2023 and was attended by 101 guest teachers from 31 countries. The activities were organised in a blended format, with most of the guest teachers delivering live lectures and others connecting remotely. This year's event was attended by 17 teachers and 5 administrative representatives from non-EU countries, who were given additional information events and discussed the development of cooperation in the ERASMUS+ programme and other study and research areas. The largest numbers of teachers were invited by the School of Economics and Business (28), the Faculty of Chemical Technology (15) and the Faculty of Electrical and Electronic Engineering (15). In addition to the academic activities, a social and cultural programme was prepared for the participants of the



event, as well as opportunities to meet and socialise with the University community.

- Short-term student mobility gained momentum. Students are increasingly opting for exchange studies abroad with a virtual mobility component. 111 students went on blended intensive programmes in 2023.
- The number of teaching visits to foreign universities has increased significantly. In 2023, 189 KTU teachers (107 teachers in 2022) gave lectures at ERASMUS+ partner higher education institutions (HEIs).



Implementation of the student development programme DISCOVERed

- In 2023, 365 students and graduates went abroad for studies and internships. Although the number of students going abroad has already reached pre-pandemic levels, the number of students interested in going to internships has remained low, which is why the Directory of Internships Abroad has been created in Microsoft Office 365 for students.
- In 2023, the 11th study and internship fair "GO Abroad Fair", six informal meetings on myths and fears "Café Erasmus" and six seminars were organised: "How to Find Traineeship Places Abroad? ", "Traineeship Offers", "Adapting for a Multicultural Work Environment", "Visa Require-



ments in Different Countries", "Studies, Training and Research Opportunities Abroad to Masters and PhD Students", and four preparation sessions for exchange students.

- To develop intercultural competencies in KTU students, the Intercultural Learning course is continuously taught to students going on student exchange, where both on-campus and distance lectures are used.
- In 2023, the Exchange Counsellors mentorship programme was further



developed, where KTU students returning from student exchanges share their experiences. KTU students can contact the Exchange Counsellors via the AIS.



Study programme portfolio

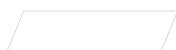
■ In 2023, 104 study programmes were provided at the University: 47 programmes of the first study cycle, 55 programmes of the second study cycle, 1 study programme of integrat-

ed studies and 1 study programme of professional studies in the groups of study fields of engineering, technologies, physical sciences, informatics, mathematics, social sciences, education, humanities, health sciences, business and public management, and arts. The University provided 20 third cycle study programmes. 21 first cycle, 1 integrated, 27 second cycle and 20 third cycle study programmes were provided in the English language.

■ In 2023, 10 two-field and interdisciplinary study programmes were offered for admission to achieve the learning outcomes of two or three study fields.

■ In 2023, 4 new study programmes were accredited and registered: first cycle study programmes Biomedical Materials Industries (6122FC002. two-field), Politics, Philosophy and Society (6123JX003) and Engineering Physics (6121CX0190); and a second cycle study programme Business Administration KTU MBA (6215LX004).

■ Two double-diploma agreements were signed with foreign universities: with the Technical University of Cartagena (Spain) to implement the double-diploma first cycle study programme Chemical Technology and Engineering in the field of Chemical Engineering; with the University of Insubria (Italy), whereby students studying under the second cycle study programme International Business will have the opportunity to



study at the University of Insubria for one semester under the equivalent second cycle study programme.

- For the development of additional competencies, first cycle students could choose 18 BA+ Interdisciplinary Expert Competencies (23 competencies are provided) and second cycle students could choose 13 MA+ Interdisciplinary Expert Competencies (15 competencies are provided). In 2023, 411 students studied BA+ competencies and 361 students studied MA+ competencies.

- The 12-credit first cycle study module Product Development Project was provided for the second time. It is designed to develop the skills to develop products that meet the needs of society, businesses and public sector institutions, from

concept through to implementation, working in interdisciplinary teams. In the spring semester of 2022-2023, 527 students studied this study module and 44 product development project topics were offered. Most of the topics were offered by organisations (e.g., UAB Devbridge LT, UAB Indeform, UAB Festo, UAB Peikko Lietuva, UAB Axioma Meter-

ing, UAB Centric IT Solutions Lithuania, etc.). 52 teachers worked with student teams.

- The second cycle study programme Corporate Management was awarded the international IPMA REG certificate that is globally recognised and valued by employers and indicates that the study programme ensures the quality of studies and provides project management competencies according to the International Project Management Association's (IPMA) standard ICB4. The competencies provided by the programme meet the requirements for the certification of project managers.

- In 2023, a study field of Management, including 6 study programmes, was evaluated by an international team of experts and accredited for a maximum period of seven years. Even 4 assessment areas of the Management study field (Study Objectives, Outcomes and Content; Links between Research/ Arts and Study Activities; Student Admission and Support; Teachers) were awarded the maximum score (5 out of 5). The international experts highlighted research activities, close cooperation with social partners and the use of innovative study methods (e.g., challenge-based learning) in the study process as good examples in the study field of Management.

The second cycle study programme Corporate Management was awarded the international IPMA REG certificate

/ Implementation of the University's strategic priorities in 2023



Strengthening of student-centred studies

- The University has begun to develop the concept of flexible learning pathways, including the introduction of a challenge-based learning method and micro-modules. A flexible learning pathway module will be introduced in the study process of 10 selected study programmes.
- The system of recognition of competencies acquired by students has been extended. A procedure for the assessment and recognition of professional competencies in the field has been applied for applicants to 9 second cycle study programmes as an alternative admission condition, subject to work experience. 98 applicants applied for the assessment of their competencies.
- An agreement on the development and implementation of joint and inter-university study subjects (modules) has been concluded between Kaunas universities (KTU, Lithuanian University of Health Sciences, Vytautas Magnus University and Lithuanian Sports University). According to this agreement, students can choose and study a relevant study module at another Kaunas university every year. In 2023, 34 inter-university study subjects (modules) were offered and chosen by 144 students. A working group of 4 teachers of Kaunas universities, led by KTU Prof. Dr. Monika Petraitė, has developed a joint inter-university study module to develop students' ability to address complex urban development challenges in the context of interdisciplinary complex social, economic, health and environmental challenges, applying sustainable development principles, developing interdisciplinary competencies and involving communities.
- Uniform rubrics for the evaluation of students' final degree projects for each assessor and a unified project evaluation structure have been developed. The rubric forms have been digitised and adapted for assessment in the virtual learning environment Moodle.
- Preparation of student study plans has been modernised: the guidelines for individual study plans have been updated and the digitisation of the process of recognition of study credits acquired at other higher education institutions has been designed.
- The guidelines for the management of study programmes at Kaunas University of Technology were prepared and approved by a resolution of the University Senate,



including requirements for study programmes, preparation of study programmes to be provided, development, evaluation and termination of study programmes and preparation of a study programme portfolio for admission.

- Much attention was paid to quality assurance in feedback: the University's study feedback cycle and responsibilities were reviewed, and the guidelines for organising feedback from social stakeholders of Kaunas University of Technology were updated.

- In 2023, 441 academic hours of integrated and optional training were delivered at the University Library. 393 students, 242 teachers and other members of the University community participated in elective training sessions.



Digitisation of the learning environment

- All documents used in the student admission process and learning agreements have been digitised. The MBA admissions information system has been installed.

- All student applications submitted electronically to the AIS have been digitised. Documents and data in the student's electronic personal file have been updated.

- The signing of tripartite agreements in the AIS has been implemented.

- The platform for the administration of academic mobility processes Mobility Online has been fully installed and activated. Applications for outgoing and incoming student and staff mobility are submitted to the platform and it fully manages all types of academic mobility processes. The platform is supplemented by the ECIU University student mobility process, offering students a one-stop shop for all types of mobility.

- KTU connects to the ERASMUS+ Without Paper system, which manages bilateral ERASMUS+ contracts, through the Mobility Online platform and signs contracts electronically.



Strengthening of subject and didactic competencies in teachers

- 180 teachers from KTU and 107 teachers from other higher education institutions developed their didactic competencies in the training organised by the EDU_Lab Centre for Excellence in Teaching and Learning. Most of the teachers improved their didactic competencies in training on case studies, challenge-based learning, problem-based learning and project-based learning.

- A "Beginning Teacher Programme" has been developed to improve the didactic competencies of beginning teachers and ensure their smooth adaptation to the University. In 2023, 18 doctoral students and beginning teachers joined the programme.
- Three new didactic competence development programmes have been developed: "SCRUM Method: Theory and Application", "Decision-Making through Gamification in the Study Process" and "Digital Competence Development Programme for Teachers".



- The methodology for the development of study programmes has been updated and it was used for 9 workshops for the teachers of KTU MBA Business Administration study programme.
- In the development of the system of recognition of didactic competencies of the University's teachers, a methodology for the assessment of didactic competencies has been developed. It includes the basic principles of the development of the system of recognition of didactic competencies of teachers, the justification of the criteria for the assessment of didactic competencies, the process of recognition of didactic competencies and the plan for the improvement of didactic competencies of teachers, as well as other support.
- Within the framework of a project funded by the Research Project Department at Panevėžys City Municipality, 16 representatives of various educational



institutions were trained to apply the challenge-based learning method in the educational process.



Development of quality culture in studies

- A Study Quality Day that focused on flexible learning pathways was organised on 1 December 2023. Responding to the relevant transformation of higher education, this year's event aimed at highlighting the opportunities offered by flexible learning pathways, identifying key challenges and sharing good practices in the application of flexible learning pathways in studies. More than 140 participants from various Lithuanian higher education, government and business organisations attended the event.
- Aiming to encourage a culture of cooperation among teachers, 8 Teachers' Cafés were organised which included discussion on the topics such as academic ethics, artificial intelligence, digital tools, innovative teaching and learning methods. The regularly organised Teachers' Cafés have attracted between 50 and several hundred interested teachers each time.
- 3 teachers and 2 teams of teachers were awarded for innovation and quality in studies. Teachers: R. Petrauskienė, I. Patašienė, E. Vaičiukynas, M. Andrijauskienė, R. Bendikienė, A. Čiuplys, K. Šutienė.
- Three study investment proposals were funded in 2023 to develop and enhance the quality of study programmes and create inspiring learning environments: The initiative of the Study Committee at the Faculty of Informatics to attract students of the faculty to an academic (teaching) career; the initiative of the Study Programme Committee in the Field of Bioengineering and Electronics Engineering to develop a speciality in Electronics Engineering based on the latest achievements in chip science and modern study methods, corresponding to today's and tomorrow's needs nationally and globally; and the initiative of the Study Programme Committee in the Field of Manufacturing Engineering to integrate virtual reality assignments in the first and second cycle study programme Mechatronics.



Developing a lifelong learning system

- 36 new non-formal education programmes for adults have been developed and registered. In total, in 2023, the University offered 274 non-formal education programmes for adults in the fields of informatics, physics, engineering, technology, education, social sciences, humanities, arts, business and public administration. The number of participants and graduates in adult education was 2566.

- The University offered 33 non-formal education programmes for children, including two new ones. In 2023, 474 students graduated from the School of Young Computer Scientists and 535 children have begun the new academic year.

- In 2023, the University joined the national one-stop-shop system of Individual Learning Accounts (ILAs), where learners can choose the training they need and which is in line with national priorities, and receive funding of up to €500. The University has developed 25 non-formal education programmes for adults and made them available on the platform.

- A new lifelong learning website up4skill.ktu.edu has been developed and launched in both Lithuanian and English languages. The University's modern Life-long Learning Information System is being developed to digitise all processes related to lifelong learning activities.



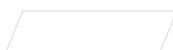
Creating an inspiring learning environment

- The simple renovation of the building at Studentų St. 50 has created space for a technology-enriched, challenge-based learning environment, which will be opened in 2024. The space of more than 586 m² will include a laboratory for study innovations, 2 classrooms for challenge-based and hybrid learning, designed to work in international, interdisciplinary student groups, and a blended-learning classroom which will allow both on-campus and remote participation of students in the classes on equal terms, the digital laboratory DigiLab for testing cocreation and educational technologies, and the video lecture laboratory equipped with state-of-the-art video, audio and lighting equipment for the production of high-quality video lectures, laboratory work or other educational videos. The project is funded by EU funds for the period 2021-2027, the Economic Recovery and Resilience Facility "Next Generation Lithuania" and the LR state budget.

- The building at Studentų St. 48 has been equipped with an interactive laboratory adapted to a 3D dome where students will be able to experience virtual environments by seeing an identical image, navigating in a group, and exploring virtual reality environments.

- The premises of the University Library were renovated in the building at Gedimino St. 50, creating an expressive space for students' individual and group work.

- The 4873 m² of space in the building located at Pašilės St. 37 was insulated and its facade, roof and other external elements were renovated. For complete renovation of the exterior and the territory, the exterior of Dormitory No. 11 was renovated together with Dormitory No. 10 (Gričiupio St. 10), extending and reconstructing





the parking lots, pedestrian walkways and other elements necessary for the well-being of students. The building is accessible to students with disabilities.



Talent development

- The Talent Academy had four additional education programmes: the GIFTed, SKILLed FinTech and SKILLed AI programmes for first cycle students and the GIFTed Masters programme for second cycle students. In total, 163 students were educated at the Academy in 2023.
- 23 students were admitted to the GIFTed programme. 149 applications were received during the selection process. Compared to 2022, the number of applications increased by 33% (112 applications in 2022). In 2023, a total of 79 students (from 8 faculties) participated in the GIFTed programme, 5 of them were international students.
- 14 students were admitted to the GIFTed Masters programme. 31 applications were received during the selection process. Compared to 2022, the number of applications increased by 15% (27 applications in 2022).
- Students of the GIFTed programme participated in 15 conferences and 23 different hackathons, 35 international youth mobility projects and 10 students left for ERASMUS+ studies abroad in 2023. A group of GIFTed programme students won 3rd place in the National Project Management Championship. Joint teams of GIFTed students participated in hackathons and won prizes: 2nd prize in the NASA Space Apps Challenge and 3rd prize in the Rethinking Hardware. Students also

won prizes in other competitions and competitions: 2nd place in Sookoll 2023 and Architecture: Kaunas 2023; 3rd place in the Lithuanian National Student League Volleyball Championship; 1st place in the Beach Volleyball, Everesta and Gaia Winter Cup sports competitions.

- 17 students have been admitted to the specialised additional education programme SKILLed FinTech. 35 applications were submitted during the selection. Compared to 2022, the number of applications increased by 67% (21 applications in 2022). In 2023, a total of 34 students participated in the programme, including 27 students from the Faculty of Informatics, 4 students from the Faculty of Mathematics and Natural Sciences and 3 students from the School of Economics and Business.

- In 2023, a new specialised additional education programme SKILLed AI was launched with a successful first cohort of 23 students, including 4 international students.

- Students from the GIFTed and SKILLed FinTech educational programmes participated in the project Innovation Workshop organised by Visoriai Information Technology Park. During the project, students worked with various companies such as UAB Unmanned Defence Systems, UAB Altechna R&D (Workshop of Photonics), UAB Uvireso, UAB NGL, UAB Tablėja, UAB Tool'as, VšĮ Visoriai Information Technology Park, UAB 45 Minutės, solving the challenges that were presented to them. During the project, students developed a ground-based drone control station, a paper-sorting printer, a database of angel investors, a model of bismuth as fuel for spacecraft, and an artificial intelligence-based restaurant table reservation system.

- The members of the SKILLed FinTech programme have been promoting the programme with their activity and achievements: first-year student of Applied Mathematics Antanas Dičkus represented the programme in a discussion with the Vice-Minister of Finance on "FinTech Sector: Innovation and Talent Prospects", and Justė Baltrušyte was awarded a one-off scholarship by Kaunas Financiers Club.

- The achievements of the students of the SKILLed AI programme promoted the University in 2023: Meda Surdokaitė was nominated for the International Achievements of Lithuanian Young Scientists and won 1st place with her team for the PolyEnergetics start-up project, Denys Krysanov won the Globalink Research Internship (Canada), and Nojus Sajauskas took part in the Nordic Collegiate Programming Contest. A joint group of the SKILLed AI students placed among the top 5 in the Taxmania hackathon and got involved in a joint project of KTU and the Ocular Genomics Institute at Harvard University. The student team participated in the BIP Virtual Reality Marketing project in Austria.





Improving student competitiveness in the labour market

■ The University has two programmes to develop students' careers: the GUIDed mentorship programme and the WANTED personal career management programme. A total of 590 mentors (142 students, 448 teachers, employees, social partners and alumni) were involved in 2023. Compared to 2022, the number of mentors increased by 7% (551 mentors in 2022). In 2023, 639 mentees participated in the mentorship programme (599 students, 32 alumni, 8 pupils). Compared to 2022, the number of mentees increased by 32% (482 mentees in 2022). In 2023, 58 students had individual career consultations, for a total of 91 sessions. Compared to 2022, the number of consultations increased by almost 6% (86 in 2022).

■ In 2023, the University's mentorship programme GUIDed had 110 active peer mentors, 17 GUIDed junior pupil mentors (8 students engaged as mentees), 316 academic mentors (428 students engaged as mentees of academic mentors), 15 tutors and 132 career mentors (203 students engaged as mentees of career mentors).

■ Students involved in academic mentorship submitted 31 applications for research funding, of which 21 were funded, amounting to almost 4000 EUR.

■ The ambassadors of the mentorship programme started working at the faculties and replaced the former coordinators of the mentorship programme at the faculties. The main objective of the ambassadors is to promote and disseminate the programme within the faculty.

In 2023, 30 seminars/lectures on career topics were organised and attended by 748 students

■ In 2023, 30 seminars/lectures on career topics were organised and attended by 748 students. A lecture on "Careers from the First Year" was delivered to over 380 first-year students, a series of soft skills workshops on "The SKILLS of WANTED" (4 seminars delivered by company representatives and attended by 105 students), 2 seminars on summarising international experience and presenting it on your CV. The "Become WANTED Summer" event offered almost 40 paid internships to students. Seminars on CV writing were organised in English and Lithuanian languages.

■ In 2023, the 19th "KTU WANTED Career Days" took place at Žalgiris Arena. 127 Lithuanian and foreign capital companies and organisations took part in the event, which attracted almost 8000 visitors. In addition to the main contact exchange fair "WANTED meets WANTED", the event featured "Make Your CV WANTED", Inspiration and Rest areas, and a speed interview session. The "WANTED Talks"

conference was broadcasted on the portal Irt.It, where 12 company speakers shared their experience, 3 guest speakers and 1 KTU speaker gave presentations, and the main discussion of the event took place, which focused on the peculiarities of Generation Z on the labour market.

- 446 job and 560 internship ads were uploaded to the WANTED Job and Internship Platform and 135 new companies joined the platform.



Enhancing student welfare, inclusion and diversity

- In 2023, 150 people applied for initial psychological counselling, for a total of 575 consultations. 10 articles and recommendations for students on mental health were published.

- Canithery session was organised, workshop on the topic of "What Can I Do to Prevent Stress from Getting in the Way of my Goals? ", a workshop on the topic of "How I See Myself and How Others See Me", a series of group sessions on psychological resilience building consisting of 6 meetings, 3 lectures for students on the topics of "Preparing Written Works and Presentations: How to Plan, Avoid Procrastination, and Manage Stress?", "The End of the Semester: How to Manage Stress and Not Get Overwhelmed?" and on the topic of international student engagement were organised.

- Aiming to create effective communication for students, a new social networking account "KTUWANTED" has been created for career development and planning topics and the image of existing social networks have been updated.

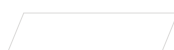
- In 2023, the renovation of the exterior of Dormitory No. 11 was completed, the exterior environment of the dormitory was updated and the parking lot was renovated. 32 rooms out of use were renovated and adapted for student accommodation. Electronic signing of accommodation contracts has been introduced. The average annual occupancy rate of the dormitories was 88.9%.



Development of the package of student self-expression and leisure activities

- In 2023, the University had three programmes for student self-expression and leisure activities, bringing together 1296 students: the ACTIVATED programme for sports teams, the INSPIRED programme for artistic activities and the UNITED programme for student organisations.

- In 2023, there were 10 active sports teams, and the University was additionally represented in 4 sports (rowing, table tennis, tennis and chess). 219 students



represented the teams in the competitions, 66 of them were new members who joined the University's teams during the selections (146 persons participated in the selections).

- The University's sports teams participated in 73 championships and tournaments (including 14 student championships) and 832 competitions (including 198 student competitions). At the International SELL Games on 20-22 May 2023 in Tartu (Estonia), KTU delegation won 21 medals, including 6 gold, 6 silver and 9 bronze medals.
- In 2023 (until 8 December), 4146 people (6% more than in 2022) visited KTU ACTIVATed Gym, including 608 University employees and 3538 students.
- In 2023, a day camp for KTU employees' children took place from 12 June to 7 July, with 72 children (aged 7-12 years) participating.
- In 2023, 6 art societies were operating with 259 active members. The art societies carried out more than 113 different activities during the year.
- The art societies actively renewed their repertoires for the upcoming Song Festival and were actively involved in national-level events organised by the Lithuanian National Culture Centre: the evening of ensembles "Tree of Life", the concert "Let's Weave a Braid of Songs and Dances" and the Festival of Lithuanian Higher Education Students' Choirs.
- Academic Choir Jaunystė took part in the Lithuanian Adult Choir Competition and took 4th place in the category of adult, mixed choirs. The Art Director and Conductor of the Academic Choir Jaunystė Danguolė Beinarytė was named the best conductor of the competition.
- Folk Art Ensemble Nemunas organised the international concert of the Baltic Folk Art Ensembles "Amber Shores", with the participation of ensembles from Latvia and Estonia. The ensemble has had international concert tours in the United Arab Emirates and Montenegro. Dance Studio MoDance performed in the Euroleague Final Four marathon.
- Theatre Studio 44 presented the premiere of the play "The Cleansed". To broaden the knowledge of the theatre studio, creative workshops were organised with artists from abroad: Karina Cesuiko-Brdar, Adrian Carlo Bibiano, Celina Nitu and Maria Alexandra Ivan.
- In 2023, there were 19 operating organisations at the University with 818 actively involved members (789 of them KTU students). In 2023, 96% of the members of the organisations were KTU students (85% in 2022).

- Student organisations organised 153 events for University students, community, pupils and city residents. The events took place at the University, on the student campus and in Kaunas City.
- 51 applications were submitted by student organisations for funding from KTU, 48 projects were funded with a total of 35 100 EUR.
- The establishment of a new international student organisation "Formula Student Team" was initiated. The aim of the organisation is for students to gain practical experience in various engineering fields such as mechanical, electrical, software engineering and business plan development. Students in this organisation will use their knowledge and skills to develop a prototype vehicle.



Other activities

- In 2023, four students of the University were awarded scholarships in the name of the Presidents of Lithuania for outstanding academic achievements in various study fields.
- The master's thesis "Improvement of the Spacecraft Dust Shield" by the University's student Artiom Nikolajev was selected as the best master's thesis in the field of Technological Sciences in the competition Best Master's Thesis 2023 organised by the Lithuanian Society of Young Researchers.



- 5 KTU students were awarded in the competition of research works of students of higher education institutions organised by the Lithuanian Academy of Sciences: in the Department of Mathematics, Physics and Chemistry, first cycle student Ugnė Orintaitė for the research paper "Machine learning algorithms for the diagnostics of technical and biomedical systems" (paper supervisor Prof. Dr. Minvydas Ragulskis) and second cycle student Aida Šermukšnytė for the research paper "Effect of 1.2.4-triazole-3-thiol derivatives containing a hydrazone fragment in their structure on the migration and growth of cancer cells" (paper supervisor Dr. Ingrida Tumosienė), In the Department of Technical Sciences, second cycle student Lukas Dvylys for the research paper "Synthesis and properties of electroactive compounds for optoelectronic applications" (paper supervisor Dr. Rasa Keruckienė), Mindaugas Dagilis for the research paper "Development and research of an aircraft aeroelasticity model (paper supervisor Dr. Sigitas Kilikevičius) and Jaunius Mykolaitis for the research paper "Formation of precious metal colloidal solutions by ultrashort laser pulses from metal targets in aqueous solutions" (paper supervisor Dr. Asta Tamulevičienė). In the Department of Biology, Medicine and Geosciences, a letter of commendation was awarded to KTU master's student Mindaugas Ilickas for his research paper "Analysis of case similarity of the left breast without lymph node and the variability of the dosimetry data" (paper supervisor Assoc. Prof. Dr. Jurgita Laurikaitienė).
- KTU student Meda Surdokaitė with her research "Optimization of the Synthesis of the Fluorescent Dye "Nile Red" took 3rd place in the chemistry category of the world's largest STEM competition for young researchers International Science and Engineering Fair (ISEF), held in Dallas (USA) on 14-19 May 2023, where more than 1700 participants from all over the world were competing in various categories.
- The scholarship of Assoc. Prof. Dr. Martynas Malakauskas of the Lithuanian Association of Civil Engineers of Kaunas County Association for the students in the field of Civil Engineering, who demonstrate good academic results and are actively involved in social, research or professional activities during their studies, was awarded to KTU student Anhelina Shestavetska.
- University graduates Gintarė Lapinskė and Deivid Rafal Viljučkevič were awarded nominations at the competition of the Lithuanian Chamber of Auditors for the best theses on the topics of auditing and assurance of financial statements and related services (supervisor Prof. Dr. Lina Dagilienė).
- Students of the Marketing study programme Karolina Sinkevičiūtė, Erika Miliūnaitė, Gerda Tauraitė, Gintarė Armalytė and Armantė Bukelytė became

the winners of the European region in the marketing competition GOMAC 2023 (teachers: lect. Elena Vitkauskaitė and lect. Indrė Petrikė).

- On 28 January 2023, the 34th National Prof. J. Matulionis Young Mathematicians Competition took place, with the participation of more than 500 pupils from various Lithuanian cities and towns.

- On 4 March 2023, the 27th National Physics Competition of Prof. K. Baršauskas for pupils took place, with the participation of more than 300 pupils from 8-12 grades from all over Lithuania.

- On 8 March 2023, the first International Hadron Therapy Masterclass was held for students, 9-12 grade pupils and teachers, who had the opportunity to broaden their knowledge in the fields of elementary particle physics, black matter, detectors and hadron therapy. The event was attended by 120 participants (62 participants in Kaunas).

- On 29 March 2023, for the first time, the event International Elementary Particle Physics Masterclass was held for students, pupils in grades 9-12 and teachers. The event took place on the same day between Vilnius and Kaunas, using video software, and introduced participants to the capacities of the Large Hadron Collider (LHC) at the European Organization for Nuclear Research (CERN). The event was attended by 130 participants (58 in Kaunas). The event was organised by KTU, Vilnius University and Vilnius Gediminas Technical University.

- On 12 May 2023, the eighth Pupil Entrepreneurship Competition MEKA 2023 had the largest number of participants in the history of the competition - 176. 13 Lithuanian companies took part in the competition, 8 of which collaborated with pupils to develop ideas together. The competition was organised by KTU School of Economics and Business in cooperation with KTU Faculty of Mathematics and Natural Sciences and Swedbank AB.

- In May 2023, the 28th Lithuanian Pupil Economics and Business Olympiad was held at the University, with the tasks prepared by the teachers of the Sustainable Economics Research Group of the School of Economics and Business at the University. 62 pupils from various regions of Lithuania participated in the national stage of the Olympiad.

- On 8 May 2023, a record number of 719 pupils from 109 educational institutions took part in the 27th Academician Jonas Janickis Chemistry Competition aimed at Lithuanian pupils from 8 to 12 grades who are interested in chemistry.



- The study module Innovation Management of the Innovation Management and Entrepreneurship study programme integrated a week-long field visit to the IdeaSquare facility of the Laboratory for Nuclear and Particle Physics (CERN) in Switzerland, which included an intensive creative workshop aiming to develop innovative solutions to the challenges of the United Nations Sustainable Development Goals (SDG).



2023 study project activities

In 2023, 134 study activity projects were carried out, including 65 international projects (59 under the EU ERASMUS+ programme, 6 under the NORDPLUS programme) and 69 national projects (including 67 projects implemented by the University's students during their semesters or summer internships). 2 projects are being implemented in the period 2021-2027 financed by the EU Funds, the Recovery and Resilience Facility "Next Generation Lithuania" and the LR state budget:

- › Funding has been approved for the project "Digital transformation of education ("EdTech")". The University's share in the project is 1 316 391.02 EUR. The project provides for the training of informatics educators, training in digital competencies for teachers, digitisation of modules and the acquisition of equipment for hybrid teaching;
- › Funding has been approved for the project "Implementation of joint European University activities to enhance the quality, internationalisation and accessibility



of studies at Kaunas University of Technology". The funds allocated to the University are 2 067 109.87 EUR. The project provides for the management of the activities carried out in the European University Networks initiative, strengthening the competencies in students, teachers and administrative staff of the higher education institution, the development of joint studies and a micro-credit system, the development and testing of innovative cooperation models, the creation and development of a learning environment and a prototyping and entrepreneurial environment related to the activities of the European University Networks, the introduction and development of virtual services, the development of information systems related to the activities of the European University Networks, the dissemination of good practices and project activities.

› In January 2023, the University's Research and Innovation Project Centre organised a remote information event at the University, where it gave an overview of the University's experience in ERASMUS+ project activities and provided information on funding opportunities for study projects. The event also included a presentation by the University's project managers on good practices in preparing ERASMUS+ applications and implementing projects.

/ Highlights of activities for 2024

- Introducing flexible learning pathways into study programmes.
- Activating the creative space for young researchers Young LAB.
- Developing tools to support teachers in the study process.
- Updating the management model for lifelong learning activities.
- Strengthening the graduate career monitoring processes.
- Enhancing the inclusion of the community with individual needs.
- Developing an information management and operational plan for ACTIVATed, INSPIRed and UNITED.





/ Value chain in Research and Innovation

/ Strategic indicators of the value chain in research and innovation

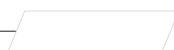
Indicators	2021	2022	2023
Number of papers in scientific publications with an impact factor by foreign publishers	542	606	562
- of which with co-authors from foreign institutions	279	274	301 ↗
Number of papers in the scientific journals with an impact factor of at least the second quartile (Q2)	483	571	525
- of which in the open-access scientific journals	286	364	340
Number of the students who defended their doctoral dissertations on time	48	40	53 ↗
Research fellowships of the students of the third cycle studies	72	156	165 ↗
Number of foreign scientists participating in the process of doctoral studies	66	63	73 ↗
Number of patents (USA, Japanese, European patents)	2	4	8 ↗
Number of patent applications (for the USA, Japanese, and European patents)	17	18	23 ↗
Revenue from the transfer of licences/rights, thousand EUR	116	241	200

/ Implementation of main activities planned for 2023



Strengthening of general competencies of doctoral students and supervision skills of the supervisors of doctoral students

- The 7th International PhD Summer School was organised in Palanga by the Doctoral School providing doctoral students with the opportunities to improve their general competencies in areas such as science communication, research integrity and funding, open science, etc. 8 teachers from Lithuanian and foreign institutions gave lectures and 27 doctoral students from 9 different countries attended the Summer School.
- The University was the main organiser of the 3rd International European Organization for Nuclear Research (CERN) Baltic Countries Group (CBG) Summer School "High Energy Physics and Accelerator Technologies" which took place in Palanga on 7-11 August 2023. The CERN CBG Summer School provided students and young researchers with the opportunity to meet experts in the field who shared their scientific and practical experience accumulated over the years at CERN during lectures.
- 32 scientists of the University attended a two-day training course on effective supervision of doctoral students, led by Dr. V. Wright (United Kingdom). The training for doctoral student supervisors was organised for the fifth time by the Doctoral School.
- 64 doctoral students from the University and other Lithuanian institutions developed their competencies by listening to the general skills micro-modules (1-2 ECTS) of doctoral studies delivered by KTU scientists: Application of Design-Based Thinking in Research, Principles of Academic and Scientific Writing in the English Language, Research Data Management, Research Ethics, Science Communication to the Public, Systematic Literature Review, Digital Tools for Scientific Writing and Publications.
- 28 doctoral students from the University improved their English language skills in free courses organised by the University's Doctoral Students' Association. Doctoral students also attended the Writing Clinic run by the Centre for Foreign Languages which provides consultations on academic writing to teachers on the topics of the language of papers or dissertations.





Strengthening the international project portfolio by prioritising the projects of the European Research Council

- 3 European Research Council applications were submitted in 2023.
- In collaboration with international experts, 2 information and training events for scientists and other researchers on the EU research and innovation programme European Horizon were organised.
- A memo for the project promoters of Kaunas University of Technology on the European Horizon programme was prepared for the University's scientists and other European Horizon project promoters and presented at a virtual event in October 2023.
- To develop international project activities, active cooperation was established with the Network of National Contact Points (hereinafter - RCL NCP) of the Research Council of Lithuania (hereinafter - RCL), during which the University's experience in project activities was presented at the events organised by the RCL NCPs (the first RCL NCP Forum in Lithuania forum **European Horizon: Challenges, Opportunities, Achievements** on 2 October 2023, and the remote event for the information dissemination of progress **ERA Chairs – a Funding Opportunity to Enhance the Research Capacities** held on 16 November 2023).



Involvement in joint research and innovation activities of ECIU University

- In May 2023, the University's scientists, together with representatives of the administration, attended a workshop "Shaping the Research and Innovation Strategy of ECIU University". The workshop included a discussion on the opportunities and challenges for the development of research and innovation activities at ECIU University; the main factors determining the direction of the new research and innovation strategy of ECIU University; the role of stakeholders; new topics in the research and innovation strategy of ECIU University; and the indicators of the ECIU University's success in research innovation. Industry and business representatives are also involved in the strategy-shaping process.
- In October 2023, 15 scientists and 5 research managers of the University attended the **first ECIU University scientific conference in Barcelona**. In addition to participating in various thematic sessions addressing research and innovation

challenges in the science fields of circular economy, transport and mobility, energy and sustainability, and resilient societies, the scientists actively networked to find partners for project activities with ECIU University scientists. This conference is important not only for the University's researchers but also for the development of the University's international relations and the strengthening of the ECIU University community.

- The activities of the project "ECIU University Research Institute for Smart Regions in Europe (SMART-ER)" (hereafter - SMART-ER), a project of the EU Horizon 2020 research and innovation programme are continuously implemented together with the other institutions of the ECIU University in 2023. The most significant achievements of the project are the following: more than 1000 researchers from ECIU University have directly participated in SMART-ER activities and more than 2000 more have been reached through communication and dissemination channels; 3 ambitious scenarios for the continuation of SMART-ER have been prepared and considered; ECIU University has become a member of the CoARA; a Community of Practice for Public Engagement was established to promote various public engagement initiatives; 3 pilot citizen science projects and 16 different activities under the SMART-ER Seed programme were implemented; 10 publications and 2 position papers were produced (ECIU Position Paper on Public Engagement; The value of building strong European research communities: lessons from ECIU SMART-ER).

/ Major achievements in research and innovations in 2023

- The 2023 award of the L'Oréal-UNESCO Baltic Young Talent Programme "For Women in Science" was awarded to doctoral student A. Drevilkauskaitė.

- 2023 Prof. Dr. P. R. Venskutonis is elected as a member of the Academy of the ISEKI Food Association for his outstanding achievements in scientific and technical excellence.

- Prof. Dr. A. Telešienė was invited by the United Nations Environment Pro-

gramme to join nearly 100 scientists from around the world to prepare the Global Environment Survey by 2026.

- Prof. Dr. R. Maskeliūnas and his team were awarded the "Discovery of the Year" nomination in the 2023 Lithuanian National Radio and Television (LRT) Awards for the development of practical technologies and their application in medicine.

- In the 2023 AI Awards of the Lithuanian Artificial Intelligence

Association, former University professor Habil. Dr. A. Verikas was awarded for his achievements in the AI field and the Rising Star nomination was awarded to doctoral student M. Lukauskas.

- In the 2023 competition "European Sails" which recognises the highest value-creating EU-funded projects in Lithuania, Prof. Dr. D. Viržonis and his team won the nomination for Investing in Innovation in Business for their development of air quality monitoring technology.

- In 2023, at the 45th session of the UNESCO World Heritage Committee, Kaunas modernist architecture was included in the World Heritage List. Dr. V. Petruelis, a member of the expert working group and a KTU scientist, was actively involved in the preparation of the application "Modern Kaunas: Optimist Architecture, 1919-1939".

- The winner of the 2023 competition of the Lithuanian Society of Young Researchers "The Best Dissertations of 2022" in the category of humanities, social sciences and arts was Dr. J. Radzevičė (Management), and the winner of the category of the best dissertations of Lithuanian citizens defended in foreign research and academic institutions was the University's researcher Dr. R. Petkutė-Budrė (Education) who defended her doctoral dissertation at Tallinn University,

Estonia, and Dr. K. Norvaiša (Chemistry) who started his scientific career at KTU and defended his doctoral dissertation at Trinity University, Ireland.

- The 2023 Young Scientists and Doctoral Students Competition Prize of the Lithuanian Academy of Sciences was awarded to doctoral student D. Blaževičius, and letters of commendation were awarded to Dr. M. F. Mubarak, doctoral student Š. Daškevičiūtė-Gegužienė, Dr. N. Maqsood, the letter of commendation for the competition of scientific works of students of higher education institutions was awarded to Assoc. Prof. U. Jurkutė.

- Dr. T. Dambrauskas was awarded the Young Scientist Scholarship of the Lithuanian Academy of Sciences for 2023-2024.

- The University's 2023 Most Innovative Scientist Award was granted to Prof. Dr. D. Leskauskaitė and Prof. Dr. A. Ragauskas. The winners of the 2023 University's Most Active Young Scientists (no more than 7 years after obtaining the doctoral degree): Dr. D. Tavgenienė, Dr. T. Dambrauskas, Dr. R. Keruckienė, Dr. A. Grybauskas and Dr. N. Gerulaitienė.

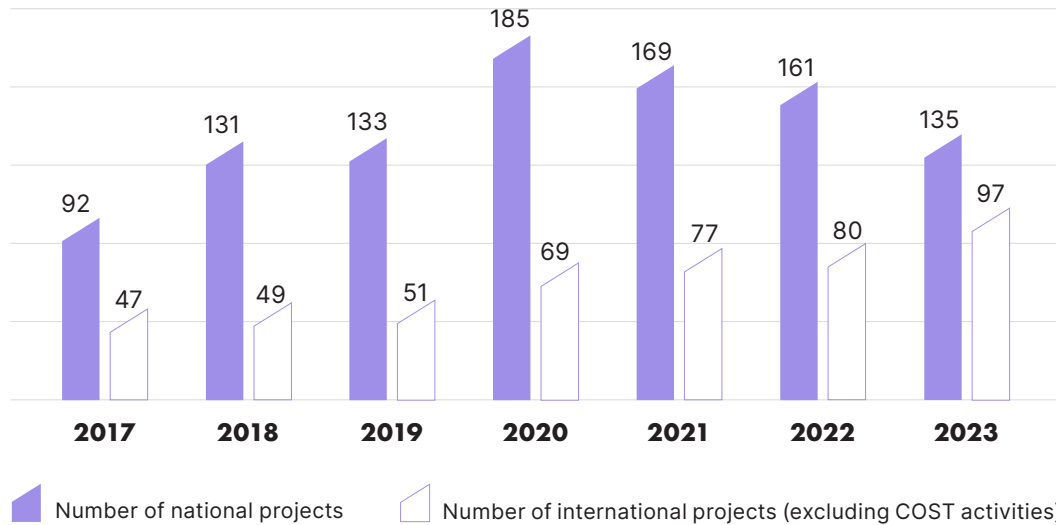
- The winners of the 2023 University's best monographs: 1st place – Dr. F. C. Rabitz, 2nd place – Dr. M. Vilkas, Dr. J. Duobienė, Dr. R. Rauleckas, Dr. A. Rūtelionė, Dr. B. Šeinauskienė, 3rd place – Dr. B. Tranavičiūtė, Dr. V. Petruelis, Dr. P. T. Laurinaitis.



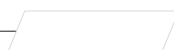
Competition funding of R&D&I

■ In 2023, the University's scientists and other researchers successfully carried out 97 international programme (Horizon 2020, European Horizon, Digital Europe, Euratom, EIT, LIFE, EUREKA, ERA-NET, etc.) and 135 national R&D&I projects (see Fig. 1).

Fig 1.
Number of research and innovation projects that brought revenue in 2017-2023



■ In 2023, the University implemented 21 projects under the EU Horizon 2020 research and innovation programme; 18 projects under the EU European Horizon research and innovation framework programme; 2 projects under the EU Euratom research and training programme; 2 projects under the EU Digital Europe programme; 2 projects under the EU Programme for the Environment and Climate Action (LIFE); 2 projects under the EU Programme for the Competitiveness of Enterprises and Small and Medium-sized Enterprises (COSME); and 2 projects of the European Innovation and Technology Institute (ETI). 4 projects funded by the former Agency for Science, Innovation and Technology under the 2014-2020 EU Funds Investment Operational Programme measure "Promoting Commercialisation and Transnationality of R&D Results", 3 of which under the EUREKA international cooperation scheme, continued in 2023. In 2023, 37 research projects funded by other international programmes or institutions (M-ERA.NET, ENUTC, EEA and Norway Grants, Swiss National Science Foundation, etc.) were implemented.



- In 2023, the RCL funded 47 scientist team projects, 12 postdoctoral fellowship projects, 1 project under the State Programme for Lithuanian Studies and Dissemination 2016-2024, 2 purposeful research projects, 3 projects under the competitive priority research programme "Strengthening of Societal Resilience and Crisis Management in the Context of Contemporary Geopolitical Events", and 3 technological development projects.
- 5 projects under the EU Funds Investment Programme 2021-2027 and 1 project under the Ministry's programme "University Excellence Initiative" have been launched in 2023.
- In 2023, 52 projects were carried out by the University's scientists under the 2014-2020 EU Funds Investment Action Programme.
- In 2023, 7 projects were funded by the National Paying Agency under the Ministry of Agriculture.
- In 2023, 2 projects were implemented under other national research programmes.
- In 2023, the University's scientists and other researchers participated in 66 COST activities.
- The University's scientists and other researchers carried out 8 projects under the INTERREG programme of the EU territorial cooperation objective 2014-2020 (including 4 research projects under the INTERREG EUROPE programme) in 2023, as part of the development of international cooperation networks).



/ Major achievements in research and innovation project activities in 2023

- From 1 May 2023, the University participates as a partner in the second project implemented in Lithuania "Creation of the centre of excellence in smart forestry (Forest 4.0)" under the instrument Teaming for Excellence of the EU research and innovation programme European Horizon.
- In 2023, 10 projects have been launched under the EU European Horizon programme for research and innovation, in which the University participates as a partner and one as an associate partner.
- The project "Towards SUsustainability and resilient scenarios for tourism SMEs in Rural & Remote Areas (SUSRUR)", coordinated by the EU Programme for the Competitiveness of Enterprises and Small and Medium-sized Enterprises (COSME), was launched on 1 January 2023).
- In 2023, the first project of the European Association of National Metrology Institutes EURAMET "Uncertainty quantification for machine learning models applied to photoplethysmography signals (QUMPHY)" was launched at the University.
- In 2023, the first Swiss National Science Foundation (SINERGIA programme) project "Rationally Designed Thin Contact Layers enabling Large-Scale Perovskite/Silicon Tandem Photovoltaics (RADICALS)" was launched at the University.

/ Implementation of the University's strategic priorities in 2023

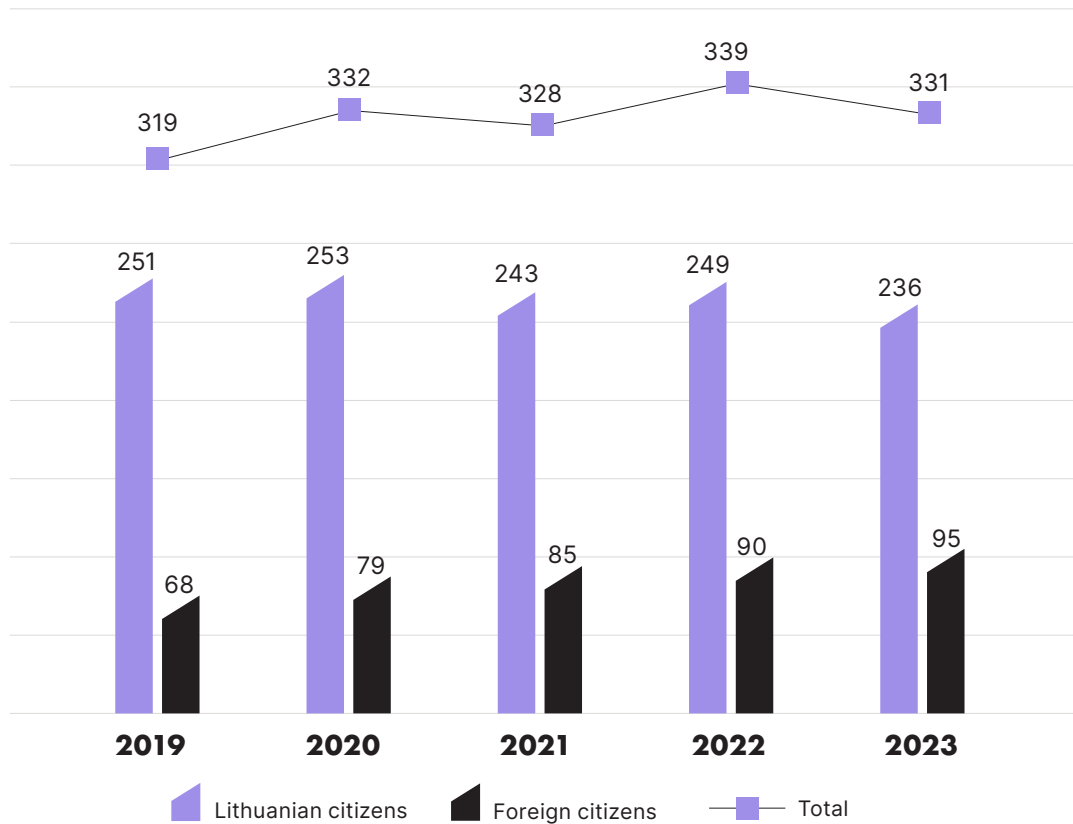


Doctoral studies

- In 2023, doctoral studies at the University were carried out in the fields of natural sciences, technology, social sciences, humanities and arts, with a total of 20 science and artistic fields.
- In 2023, the University admitted students to 75 state-funded doctoral positions (80 in 2022), of which 5 additional doctoral positions were won by KTU scientists from the RCL (competitive doctoral studies). A total of 108 applicants applied for these positions, representing 1.44 applications per position (1.46 in 2022). The highest applications were in the fields of Sociology (4.0), Educology (4.0) and Political Science (3.0).

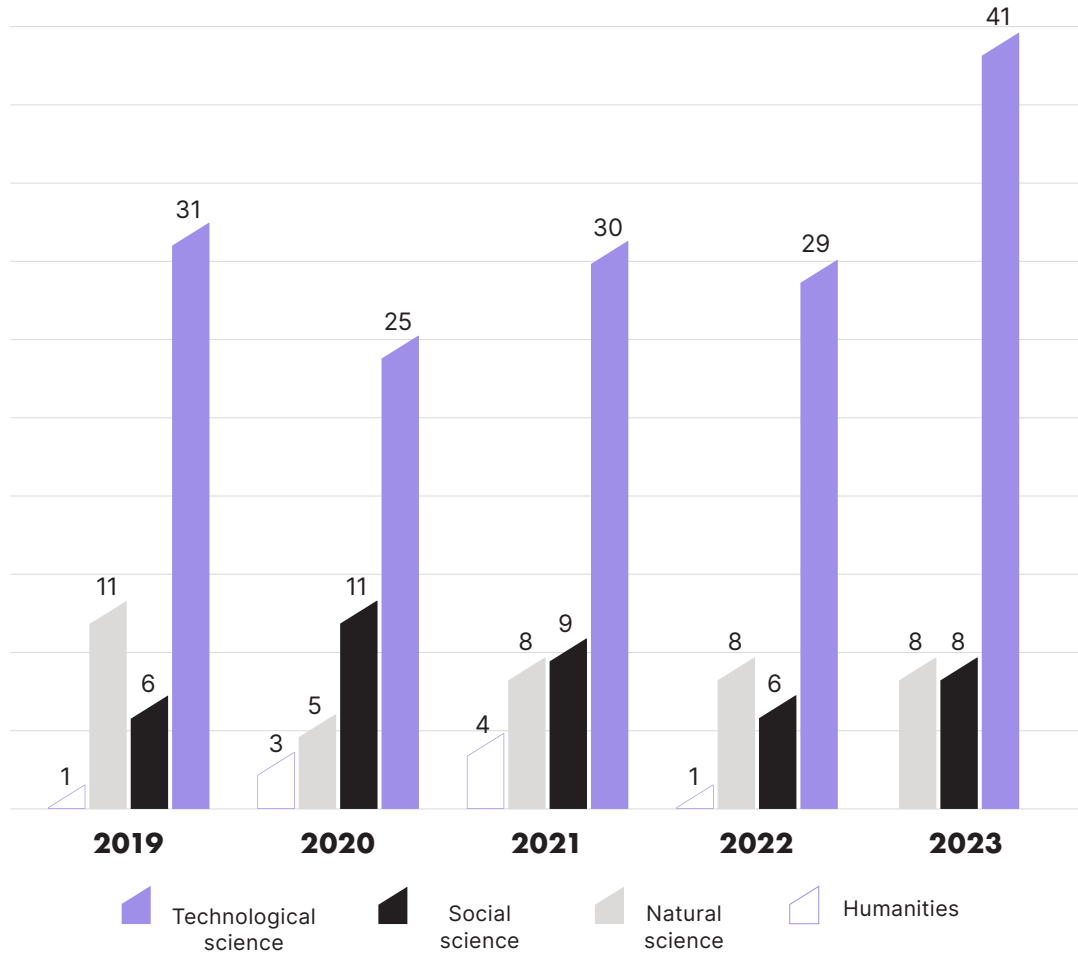
■ The number of doctoral students remained stable compared to previous years, with a total of 331 doctoral students at the end of 2023. The number of foreign nationals in doctoral studies has continued to grow each year, reaching 28.7% in 2023 (see Fig. 2). The largest numbers of doctoral students were in the fields of Materials Engineering (40), Chemical Engineering (34) and Chemistry (33).

Fig. 2
Changes in the numbers of doctoral students according to their citizenship in 2019–2023



■ The number of doctoral dissertations defended at the University has increased, with a total of 57 dissertations defended in 2023 (44 in 2022), of which 18 were defended by foreign doctoral students. 53 dissertations were defended by graduates of the University and 4 by graduates of the Lithuanian Energy Institute. All dissertations were defended on time, i.e., within one year after the end of studies. The number of dissertations in the English language remained stable at 72% (73% in 2022), but there was a significant increase in the number of dissertations based on a set of scientific articles, which accounted for 26% of the total number of defended dissertations (7% in 2022).

Fig 3. Number of doctoral dissertations defended at the University in 2019–2023 according to the scientific areas



- For the first time, in 2023, two graduates who defended their dissertations at the University were awarded Doctor Europaeus certificates with their doctoral diplomas, attesting to the internationalisation of their doctoral studies. One graduate, who studied under a double degree agreement, obtained his doctoral diplomas from the University and Shizuoka University (Japan).
- In 2023, 9 doctoral students studied at the University under double degree and co-supervision agreements with foreign higher education institutions (10 in 2022).



Strengthening R&D&I ecosystem

- The University generates revenue through outsourced R&D&I works, as well as pilot, construction and technological service contracts with various companies



and institutions. In 2023, R&D&I works and services for 3 332 thousand EUR were performed for Lithuanian and foreign business entities and other organisations, of which 32.5 % 1 084.02 thousand EUR - were ordered by foreign entities.

- In 2023, R&D&I works were carried out for 1 251.2 thousand EUR and services of a technological or social nature related to research activities were provided for 2 080.4 thousand EUR. The Faculty of Chemical Technology, the Food Institute, and the Institute of Architecture and Construction performed the largest number of R&D&I works and services outsourced by economic entities.

- In 2023, 23 international patent applications and 8 patent applications were filed with the State Patent Bureau of the Republic of Lithuania. 8 Lithuanian patents, 3 US, 2 European, 1 Danish, 1 Spanish, 1 Polish and 3 Japanese patents were obtained on behalf of the University. In 2023, 207.08 thousand EUR revenue was received from the transfer and licensing of property rights, 14% less than in 2022.

- Throughout the year, the activities of the Knowledge and Innovation Communities EIT Health and EIT RawMaterials at the European Institute of Innovation and Technology have been coordinated by the University and actively continued. They included over 15 different events on the topics of entrepreneurship promotion and start-up development.

- The success of the European Digital Innovation Hub activities continues with 5 successful training cycles for business representatives on digitalisation topics during 2023. Activities will continue in 2024.

- The annual technology exhibition and competition Technorama, organised for the twenty-first time, took place on 25 May 2023. The exhibition showcased 48 innovative technological ideas, with the best authors sharing a prize fund of more than 10 000 EUR. For the first time on the Technorama stage, a public idea presentation competition "Pitch Battle powered by Rocket Software" was organised, the main partner of which is the Lithuanian branch of the information technology company Rocket Software.

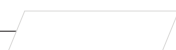
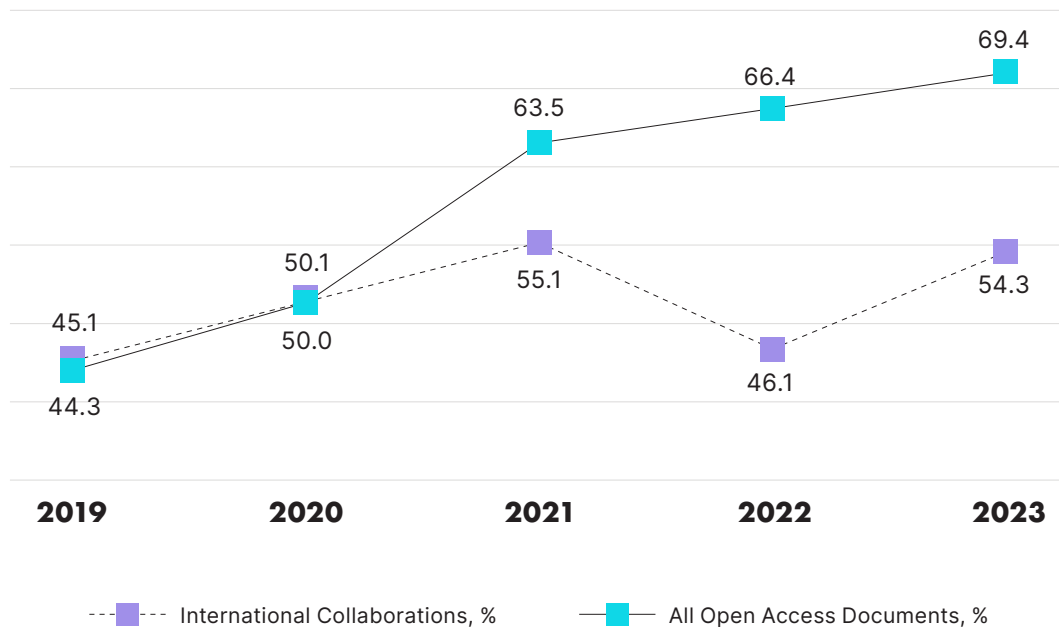
- In 2023, the 32-month project "Development of Commercialisation of University R&D Products and Development of Entrepreneurship" (No. 13.1.1-CPVA-K-703-04-0001) was completed with the presentation of 12 developed KTU R&D technologies at 6 international exhibitions.



Dissemination of research results

- In 2023, 861 papers were published in peer-reviewed scientific journals or conference proceedings, including 721 by foreign publishers (data of 1 February). 606 papers were published in journals indexed in the Clarivate Analytics Web of Science (hereafter "WoS") or Elsevier's Scopus database, with an impact factor. 397 papers were published in open-access journals with an impact factor, of which 340 were published in journals with an impact factor in the second quartile (Q2) or higher.
- In 2023, 5 scientific monographs and 25 parts of scientific monographs were published by internationally recognised scientific publishers. A total of 37 monographs, scientific studies or parts thereof were published.
- The number of papers published in journals indexed in the WoS database with an impact factor (SCIE, SSCI) has decreased by 7.5% to 539 compared to 2022 (data of 1 February). According to the WoS database, the share of open-access scientific publications among all WoS-indexed publications increased and reached 69.4% in 2023 (see Fig. 4). The number of publications with foreign co-authors in scientific publications increased to 54.3% and reached the level of 2021.

4 pav. Share of scientific publications with foreign co-authors and share of open-access publications in all WoS-indexed publications



Library

- In 2023, the University allocated 285.6 thousand EUR for subscriptions to databases. This amount accounted for 28% of the funds required for database subscriptions, with the remainder paid for by the Ministry, with funding provided by the Lithuanian Research Library Consortium. An additional amount of 272.8 thousand EUR was provided by the RCL to cover the subscriptions to electronic resources. Access to 55 international scientific information databases was acquired, providing access to 113 218 journals and other periodicals (111 725 in 2022), including 32 416 full-text scientific journals (32 142 in 2022). KTU community has had access to the following databases: ScienceDirect, IEEE/IEL, Emerald, American Physical Society, IOP (Institute of Physics Journals), SAGE Journals Online, Nature, ACS Publications, etc. Members of the University community downloaded 1 348 730 electronic full-text documents (1 332 778 in 2021).
- Access to 589 218 eBooks was acquired from EBSCO, ScienceDirect(Elsevier eBooks), ProQuest Ebook Central, SpringerLINK, Taylor&Francis eBooks, Morgan and Claypool Synthesis Ebook Collection, SPIE eBooks, Wiley Online Library publishers and databases (541 717 in 2022).
- Three ERASMUS+ projects were carried out in 2023: "University Libraries Strengthening the Link between Academia and Society through Citizen Science in the Baltic States (LibOCS)" (project No. 2021-1-EE01-KA220-HED-000031125), "Higher Education Resilience in Refugee Crises: Enhancing Social Inclusion through Capacity Building, Citizen Engagement and Skills Recognition (AGILE)" (Project No. 2022-1-FR01-KA220-HED-000087334); "Supporting Ukraine through Citizen Engagement in Baltic Universities (Baltics4UA)" (Project No. 2022-2-EE01-KA220-HED-000096422).
- The general competencies module Research Data Management is taught to doctoral students.
- The SMART-ER Academy course provided Open Science training for ECIU University researchers.

Publishing house

- In 2023, the University Publishing House "Technologija" has published 42 titles of publication, of which 39 books have also been published in electronic version, as well as 58 doctoral theses and abstracts.

- In 2023, E. Dumskytė, Editor of the University Publishing House "Technologija", was recognised and awarded by the State Commission of the Lithuanian Language for her significant work in the development of Lithuanian terminology, the fostering of the scientific language and linguistic education of the public, and for her editing of scholarly and educational journals, and twenty-year cooperation with the authors of the publications regarding the correctness, style of the language of the texts, and the linguistic competence of the scientists and the promotion of their linguistic awareness.



/ Highlights of activities for 2024

- Ensuring the smooth implementation of research projects, R&D&I works and services of national and international importance.
- Promotion of the dissemination of high-level research/artistic results.
- Systematic promotion of interdisciplinary international cooperation and competence development of young researchers.
- Establishment of research-based research centres, promotion of innovation and transfer of developed technologies.



/ Value chain in Organisational Development

/ Strategic indicators of the value chain in organisational development

Indicator	2021	2022	2023
Evaluation of employee satisfaction	3.8	4	3.9
Number of academic employees who upgraded their qualification	673	646	1507* ↑
- of them participated in fellowships, training and other events at foreign institutions	195	191	334 ↑
- of them participated in fellowships, training and other events at Lithuanian institutions	164	221	1173 ↑
- of them participated in training and other events at KTU	314	234	483 ↑
Number of non-academic employees who upgraded their qualification	189	371	785* ↑
- of them participated in fellowships, training and other events at foreign institutions	47	104	152 ↑
- of them participated in fellowships, training and other events at Lithuanian institutions	47	144	633 ↑
- of them participated in training and other events at KTU	95	123	247 ↑

* From 2023, the definition of the indicator and the method of calculation have been corrected: an employee is counted more than once in the calculation of the indicator, for each group of upskilling.

/ Implementation of main activities planned for 2023



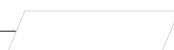
Financial management

- In 2023, a working group was formed to review the guidelines for the financial management model of Kaunas University of Technology, which identified areas for improvement. Even though the new version of the document has not been approved, the suggestions of the working group have been taken into account in the formulation of the operating budgets of the departments for 2024.
- In 2023, work continued on the preparation of the connection to the Financial Accounting Framework Subsystem of the Public Sector of the Accounting and Payment System (FABIS) of the State Budget by standardising the management processes for contracts, procurement applications and accounts.
- To centralise the process of services provided by the University and their payment, a portal (e-services portal and "Payment" service) has been installed. It integrates the initiation of services, invoicing/receipt issue and confirmation of payment.



Human resource management

- Events were organised on the topics of emotional well-being and violence prevention: distance training for University employees on mobbing and how to fight it, and targeted training for heads of departments on identifying and addressing possible patterns of psychological violence in their departments.
- Further development of the adaptation process: a "Manager's Guide" section was created on the intranet for heads of departments on relevant issues of department management. Topics "Useful links", "New Manager", "Personnel Management" were developed.
- A system for the annual planning of employee activities (<https://planavimas.ktu.lt/>) has been developed to plan annual objectives of employees and assess general competencies, the results of which are the basis for further development of the employee development plan.
- The model of general competencies has been further developed: 139 employees participated in the 2023 competencies assessment, of whom 80 received targeted training (54 specialists and 26 managers). The number of participants is expected to increase by 15% each year.



- An employee development programme continues in the form of English language courses, which were completed by 119 employees. A new training programme for middle managers was launched and completed by 18 managers.
- To ensure proper planning, implementation and control of the improvement of occupational safety and health, elections of the University's occupational safety and health committee were organised and new members of the committee were elected.
- The election of new members of the University Labour Council was organised for a three-year term, with 11 members elected to represent all the University's employees in information, consultation and other procedures involving employees and their representatives in employer decision-making.
- Following changes in the Law on Higher Education and Research of the Republic of Lithuania, an update of the provisions on remuneration of employees of Kaunas University of Technology was initiated, as well as a change in the fixed monthly salary limits for groups of categories of academic employees. A survey on the remuneration market of administrative and service staff was conducted, which led to the updating of the minimum and maximum limits for the fixed monthly remuneration of administrative and service staff.
- To improve work-life balance, become a flexible and family-friendly workplace and implement the activities of the University's Gender Equality Plan on the provision of family-friendly workspaces in various buildings of the University, new spaces were equipped in 2023: an additional space in the University Library (Studentų St. 48) and a community space (K. Donelaičio St. 73), where employees can bring their children, work and relax.
- The University's job position evaluation committee analysed and evaluated 63 job positions of administrative and service staff during 2023.



Internal communication

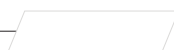
- Regular meetings of the rector with KTU community were organised and implemented, sharing key issues and answering questions from the community members.
- In 2023, 39 newsletters were sent to the internal community, excluding news of exclusive or particular importance and relevant news sent by separate emails. Categorisation of information has been introduced in newsletters.
- More than 1700 recipients subscribe to KTU community newsletter, 79% of whom open the newsletter very often, 3% sometimes and 15% rarely.

- The publicity of the University Rector's Office has been renewed through internal communication channels for the whole community.
- To strengthen the employer's image, particular focus has been paid to fostering community spirit through various initiatives. Periodic community events were organised (cake day, Christmas wreath-making workshops, pre-holiday afternoons, New series of articles have been published, focusing on getting to know the community, personalities and their achievements and promoting the dissemination of expertise.
- Following the cyber-attack on the University at the end of 2023, the Internal Communication Office was responsible for managing and redirecting the community's enquiry flows as required, analysing the need for Exchange mailing groups and selecting the groups, and preparing and announcing relevant information to the target audience during the post-crisis period.



Strengthening the University's brand recognition and unified communication

- In 2023, a new admissions campaign concept was developed to strengthen recognition and unified communication which helped KTU to rise to second place in terms of the choice of first cycle studies as the first priority: 11.2% more first-year students were admitted to bachelor's studies, and 10.5% more first-year students were admitted to master's studies. The University's students became the face of this admissions campaign, with visual solutions reflecting the University's motto of "Human Side of Technology".
- During the campaign, the advertisement was shown more than 22.64 million times on various media channels. To contribute to the decision-making of the interested individuals, a career test was developed and published on the University's website, which was taken by more than 3 000 students. During the admission period, the University's Student Info Centre answered 1 368 direct enquiries.
- A separate marketing line was prepared for the admissions campaign, highlighting master's studies. For the first time, a "Day of Master's Studies" event was organised which attracted over 300 targeted visitors.
- In 2023, a higher involvement of KTU representatives in external communication was recorded compared to the previous year: in the overall flow of communication topics, the relative share of expert speeches by the University's representatives increased from 27.94% to 31.48%. In addition, KTU has outrun all other universities in the country for the third year in a row in terms of the communication quality indicator and weighted favourability.



- In 2023, the cooperation with LRT was strengthened by presenting the podcasts "Women and Technology" and "Towards Careers" to the public, which topped the charts of the most listened podcasts and were listened to more than 10 000 times.

- The communication focused on infrastructure projects, thanks to which KTU Student Campus has been constantly being upgraded (opening of the M-Lab Centre, renovation of the Faculty of Mechanical Engineering and Design and dormitories, modernisation of the second largest natural grass football stadium in Kaunas).

- Social media focused more on student success stories and the daily lives of students. The stories of international students were promoted in their home countries, reaching a wider audience on social media.

- In 2023, the network of partner schools continued to expand and two new cooperation agreements were signed with regional education centres. A total of 110 meetings between KTU representatives and pupils were organised. In addition, two large-scale school tours were implemented: the tour in Aukštaitija with visits to 7 cities that reached 17 gymnasiums; and the tour in Žemaitija tour with visits to 8 gymnasiums in 8 different cities. The tours reached 893 pupils, 369 of whom were in upper secondary school. The format of KTU Guide for Schools has been changed and made easier to use by publishing information on a separate page of the University's website.

- 120 pupils from 8 partner schools in Kaunas city and district participated in educational sessions of KTU Children's University. 12 groups of pupils were formed, where pupils from grades 6-9 were encouraged to take an interest in science and participate in practical scientific activities.

- In 2023, the University was actively represented at 4 study fairs in Kaunas, Vilnius, Klaipėda and Panevėžys which were attended by more than 35 000 visitors in total.



- The University's website was consistently developed and its position in Google search rankings improved. In recent years, the SEO score of the University's website has been raised to 83, and it has reached 3rd place among Lithuanian universities in the international Webometrics ranking.

- Together with partners Kaunas IN, Vytautas Magnus University, Kaunas College and Kaunas Technical College, the project "Study in Kaunas" was initiated, presenting Kaunas as a lively and modern student city. This is the first time in Lithuania that higher education institutions from one city have worked together to increase its attractiveness as a student city. The project and its message "Kaunas Suits You" generated 23 million ad impressions. In addition, the project focused on the regions of Lithuania, with an ad shown in 14 target regions. In terms of the impact of this initiative on enrolment decisions, it is worth noting that 9.67% more students from the rest of Lithuania chose Kaunas for their studies compared to the previous year.

Organisation of events

- In total, 102 events were implemented by the Events Management Office in 2023. 19 events were organised at the initiative of the office. Organisational support was provided for 27 events organised by other departments of the University. 56 events used the technical assistance of the office.

- The organisation of KTU diploma award ceremony was evaluated by the students with an average score of 8.88 (January diploma award ceremony) and 8.5 (diploma award ceremony) (out of 10). High scores were awarded for the programme and organisational aspects.

Implementing the principles of sustainability and sustainable development

- KTU community consistently develops and fosters the identity of a responsible University focused on sustainable processes and solutions in various fields of activities: studies, research and infrastructure management. The University follows the long-term strategy and the 2025 Sustainable Development Guidelines of Kaunas University of Technology approved together with the strategy.

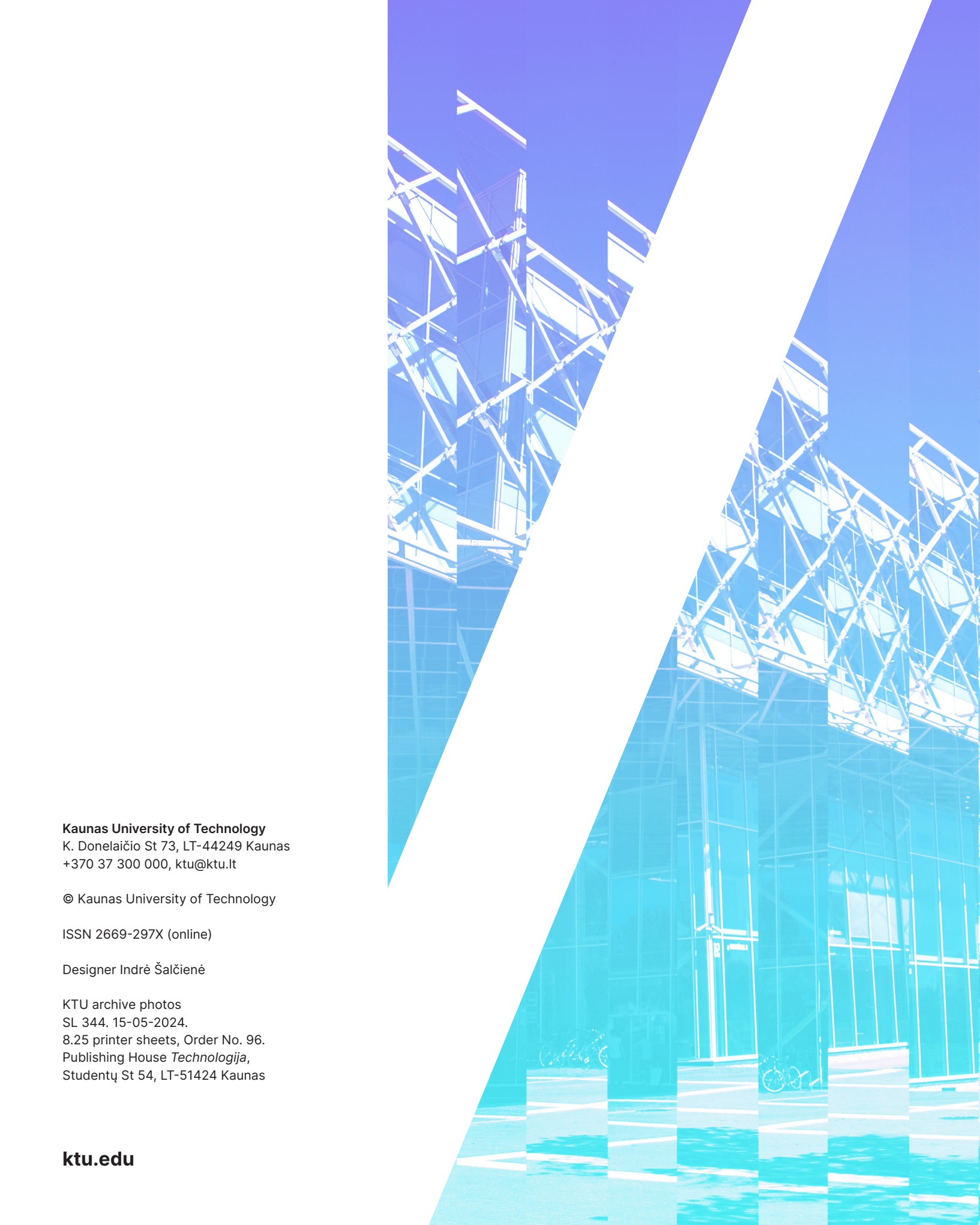
- In 2023, KTU participated for the first time in the QS Sustainability Rankings, organised by QS World University Rankings, one of the world's leading rankings of higher education institutions which aims to assess the contribution of universities in promoting the Sustainable Development Goals (SDGs) in the three areas of Environmental Impact, Social Impact, and Governance. KTU was ranked 586th overall in



this ranking, and in the area of the environmental impact generated by universities, it scored very highly in the Environmental Sustainability indicator, where it was ranked 126th. This indicator assesses the strategy and activities developed by an institution to implement sustainable solutions and promote environmental activities.

/ Highlights of activities for 2024

- Improving crisis communication and strengthening internal communication chains.
- Strengthening the sense of community, the relationship between the organisation and the employee through traditional and non-traditional initiatives.
- Strengthening the emotional well-being of employees through internal initiatives.
- Expanding the model of general competencies to include competencies relevant to gender equality, diversity, violence prevention and various forms of discrimination.
- Developing the digitisation of the University's administrative processes and strengthening data analytics activities.
- Creating an internal network of teachers for staff development. Establishing a continuing management development programme.
- Developing an operational model and brand for the non-formal education concept.
- Developing a value proposition for study products for the business channel and developing business channel partnerships.
- Raising the profile of the University's expert content to attract R&D&I projects.
- Preparing a long-term investment project for the update of the University's website.
- Improving the University's organisational quality management processes.



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