



## **THE UNIVERSITIES PROJECT OF THE SALZBURG SEMINAR VISITING ADVISORS' REPORT**

### **KAUNAS UNIVERSITY OF TECHNOLOGY KAUNAS, LITHUANIA**

**November 13-17, 2000**

#### ***Team Members***

**Dr. Edward Jakubauskas**, President Emeritus, Central Michigan University; and State University of New York, Geneseo

**Dr. Ossi Lindqvist**, Chair, Finnish Higher Education Evaluation Council; former Rector, University of Kuopio, Finland (team leader)

**Mr. Jacob (Ko) Scheele**, Inspector of Higher Education, The Netherlands

**Ms. Martha Gecek**, Coordinator, Visiting Advisors Program, Salzburg Seminar; Administrative Director, American Studies Center

#### ***INTRODUCTION***

The Kaunas University of Technology (KTU) is situated in Kaunas, 100 km west of the Lithuanian capital city of Vilnius. Originally the Kaunas Polytechnic Institute, in 1990 it received university status and is now the largest university of technology not only in Lithuania, but in all of the Baltic States. Currently there are 13,500 undergraduates, 3,300 graduate students, and more than 400 doctoral students. The University offers Bachelors', Masters', and Doctors' degrees, as well as a professional qualification.

The University consists of twelve faculties (chemical technology, civil engineering and architecture, design and technologies, economics and management, electrical engineering, fundamental sciences, humanities, informatics, mechanical engineering, social sciences, and telecommunications and electronics, along with numerous centers and institutes.

KTU invited the a team of Visiting Advisors under the auspices of the Salzburg Seminar's Universities Project, to review a set of issues selected by the University leadership for their pertinence to the future development of the institution. The following were the principal issues:

- KTU mission statement and development strategy
- The law on higher education and university autonomy
- The role of the university in the emerging civil society
- Internationalization of the university
- ICT as a university challenge
- University finance and fund raising strategies
- Quality assurance
- Brain drain of students and staff
- Students' needs and student enrollment.

Throughout the consultant visit in Kaunas, team members held substantive discussions with the Rector, Vice-rectors and Deans, several department heads and other leaders and representatives of the University. In addition we met with representatives of the Kaunas regional and local community and students. The agenda is shown as Appendix II. We feel that the discussions were open, frank and fruitful. The purpose of the team's visit was not to perform a formal evaluation of KTU, but to put our expertise to the service of KTU. The limitations imposed by a short visit are considerable; nevertheless we feel confident that we gained sufficient and accurate insights to share our observations and offer our recommendations on the issues presented to us. The University and its staff have provided the team with a rich amount of information and data about the university and the overall environment where it is functioning. The main documents are listed in Appendix III.

In this report we wish to present some new developmental trends in higher education throughout Europe and elsewhere in the world, which we think are of direct importance for KTU. Our impression is that KTU and its staff and students are already well aware of their current problems, and they are addressing the challenges with an open mind. Lithuania and its universities are by no means an isolated or a lonely case in the world, but we may say that many if not most universities in Europe and perhaps even in North America are struggling with and facing the same kinds of problems and even the overall circumstances. Of course, the recent history of all Baltic states has left a certain legacy in their higher education; there is a need of reorientation but also at the same time a need to preserve the good that existed in the past.

The Baltic States and the region have become an open area towards the whole world, which also applies to their universities and higher education at large. Furthermore, the Baltic States are currently applicants for membership of the European Union, which will also open new doors and possibilities for both research and education as well as for the internationalization process.

The consultant visit in Kaunas was organized by the KTU staff in an exemplary manner; the hospitality extended by the Rector and his team was impressive and much appreciated, and the team especially wants to thank the newly elected Rector for his support and interest in this visit.

### ***Kaunas University of Technology and Its Context***

KTU was established as Lithuania's University in 1922 when Vilnius was annexed by Poland in a brief war between the two countries. At that time it was a comprehensive institution known as Vytautas Magnus University. The name now has been given to a separate institution in Kaunas, which operates as a liberal arts and social sciences university, much smaller than KTU. During the Soviet occupation of Lithuania from 1939 to 1990, the non-engineering departments were eliminated as inconsistent with the Communist dogma. KTU was then transformed into an engineering, technology, and science institution geared mostly to the military and industrial needs of the whole Soviet Union.

As the economy of Lithuania was transformed from the Soviet planning system to a western-type market system in the 1990's, new responsibilities were posed to and accepted by KTU. The University undertook new initiatives in the social sciences, notably in public administration and business, but including other branches of social sciences as well. This process of change has slowly emerged over the last decade, and the current administration recognizes the need for further change, particularly so from (partially old) basic scientific research toward the application of technology to the needs of the Lithuanian economy. One should note that liaison with industry may also bring back to the University demands and ideas about new and fruitful avenues of basic research worth pursuing. In any case, in modern science the distinction between basic and applied research seems often to have become blurred.

We learned that Lithuanian industry and private companies are not doing much research/development work by themselves, which poses the question of how well the supply of skilled scientists and engineers meets the actual demand; the demand may be low now, but with further international competition it will certainly intensify.

The overall environment in which KTU is operating has thus experienced drastic changes in the last ten years. The University has taken numerous actions to reorient itself, and we are sure that the role of all Lithuanian universities and KTU in particular is and should be emphasized as an additional and crucial way in which to lead the country towards a better economy, and even towards the so-called New Economy, through the supply of highly skilled workforce and quality research. Overall, KTU started as a technical university and it seems to be moving more towards a wider array of academic fields, partly as a response to market pressures. But at the same time, the need for re-education of the entire population of the country is a challenge that the universities should meet on their part, e.g. in the form of further education, lifelong learning opportunities, etc.

Apparently the University enjoyed substantial autonomy and freedom of action throughout most of the 1990's. The state budget allocation to KTU has increased somewhat, mostly resulting from the increased student numbers admitted, but currently it is declining. The main sources of budget flexibility

seem to be student fees and the 'overhead' from external research and service contracts. The new Law on Higher Education (effective Sept. 1, 2000) is apparently imposing some new limits and regulations on Lithuanian universities, which may also be interpreted as limitations to the autonomy that the universities enjoyed previously. The law encompasses new governmental approvals for university decisions and the creation of a University Council of which one third of its members are to be appointed by the Ministry.

Another feature that characterizes all Lithuanian universities is the challenge presented by the new private universities, a keen international competition, and an intense cooperation at the same time, between higher education institutions (HEI), and quality requirements. No university can remain self-sufficient but must open its doors to international competition and also to international comparisons, peer-review, and evaluations. A university cannot be good only regionally but must also be competitive internationally and globally. At the same time, local communities and regions are expecting new services and developmental impact from their Higher Education Institutions.

The team noted that it would benefit all the universities in Lithuania if they form further cooperative networks nationally, and also among and between the Baltic and other neighboring countries, at all levels of activity, partly made possible by developments in information and communications technologies. There seems to already exist a wide variety of cooperative arrangements and programs between the HEI's in the Baltic States and the Nordic and other northern/eastern European countries.

Currently, European universities are seen as crucial players in economic and social competitiveness; but they are also being asked 'what do you deliver' to society and its well-being in return for the monies that are given to them. In the European higher education strategy the focus is moving towards the outcome/output management, and away from the old input (provisions, higher education law, etc.) concept. But at the same time, higher education policies are not an end itself, but they are becoming part of the national economic, social and cultural policies, with the aim of streamlining the use of available resources from school to the labor market, for best possible overall results.

### ***The strategy: Kaunas as E-University***

KTU has taken important steps towards pro-active strategies in the past years. We noted many reforms and initiatives, which are in line with KTU's mission and the challenges referred to above. Given the contextual problems, we would like to strongly underline the importance of continuing this pro-active strategy. The challenge may not be merely to 'fight the new law' and 'blame someone for insufficient funding' but to anticipate and react to the new societal needs. The new law may also offer some fresh opportunities to bring the University closer to the society, e.g. through the proposed new Council and other means. We would like to recommend that KTU install this new Council as soon as possible.

KTU's mission is well in line with the upcoming challenges. The team had extensive discussions of the profile of KTU as an E-university. We would underline this idea in a broad sense:

- The Environmental University;
- The European University;
- The Electronic University.

### *1. The Environmental University*

The needs of the Lithuanian economy (as well as the needs of the European Union and the Global Economy) mandate that KTU develop partnerships and cooperative arrangements with Lithuanian and European industry. The representatives of the local municipalities and the Chamber of Commerce spoke positively of their cooperation with KTU. KTU and the Chamber of Commerce have a formal agreement since 1998 to exchange ideas and information.

We welcome this cooperation. Economic growth in Europe and the United States has taken place because of unique partnerships that have been successfully forged between the corporate world and the academic community. We would like to recommend that the KTU administration explore possibilities in this area in activities related to internships, consultancies, and the expansion of service/research contracts and grants. In fact, it would be of great benefit to the Lithuanian economy to establish an "Industrial Park," with both private and public monies, which would work in tandem with KTU's engineering departments as well as others. We would also propose the establishment of a Liaison Office and the creation of an "Industrial Zone." Cooperation with municipalities and organizations such as the Chamber of Commerce could be of direct benefit for the study programs, since the involvement of these institutions would not only strengthen the qualification structure, but would also expand the professional focus of several programs. We noted that KTU students asked for more practice-oriented education, and thus we would welcome more practical periods in the curricula and an increase in the number of professional undergraduate programs.

### *2. The European University*

On the 19th of June 1999, the European Ministers of Education signed a Joint Declaration in Bologna. The Ministers stated their intention to ensure that the European higher education system acquires a world-wide degree of attraction equal to our extraordinary cultural and scientific traditions. To that end, they hoped to achieve the following objectives:

- Adoption of a higher education system based on two main cycles: undergraduate and graduate;
- Adoption of a system of comparable degrees (implementation of a Diploma Supplement);
- Establishment of a credit system (like the European Credit Transfer System (ECTS));

- Promotion of mobility;
- Promotion of the European dimension in higher education;
- Promotion of European co-operation in quality assurance with a view to developing comparable criteria and methodologies.

Clearly KTU policy is in line with this Bologna Declaration. We noted that KTU has already achieved several goals, e.g. the implementation of a bachelor/master system and a credit system, based on ECTS. In addition, KTU is participating in several framework research and education mobility exchange programs (Tempus, Phare).

The Socrates and Leonardo as well as research programs will offer new opportunities. KTU has already been successful concerning the mobility component of Socrates/Leonardo. We would like to emphasize that KTU could be even more successful if it uses its cooperation with European universities and its good contacts in the Kaunas environment not only in mobility, but also in European pilot-projects and language-programs. This would give KTU the opportunity of reviewing and revitalizing the programs with the help of foreign universities and European subsidies. The Leonardo program can be of particular use to promote cooperation with the regional and the local community.

Internationalization of the university requires a pro-active strategy and a professional organization. We were impressed by the quality of the public relations material and brochures aimed at addressing the audience outside of the university. It is informative, of high quality and thoughtfully prepared. We would like to advise the University leadership to create, at the Rector level, an office to promote alumni relations, especially with regard to KTU graduates in the United States. The creation of this office will provide an excellent opportunity to maintain contact with Lithuanians abroad and stimulate their interest in KTU affairs.

### *3. Electronic University*

Despite insufficient funding, KTU has good computer facilities. The fiber optic cable provides all buildings, including the dormitories, with intranet and Internet (free ISDN-service within the university). The students were very content with these services. KTU is willing to stimulate initiatives to become an E-university. KTU has already established computer-aided study programs, and in the Open Distance Learning Center even computer-driven study programs such as the European Law program. The library has access to the Internet and has developed a well-elaborated access-system.

KTU is now ready to advance to a different stage in moving towards an E-University. The team was impressed by the achievements of the Distance Education Center. We welcome the vision of the current Rector that KTU e-activities should be enlarged. We would like to underline the importance of electronic databases: access to full text databases (there are opportunities especially in the social sciences) and the creation of management databases (information about students, finances, etc.) We would like to suggest that KTU

join forces with other major institutions of higher education, such as the Lithuanian Science Council, since the creation and maintenance of these databases is very costly. Moreover, we would like to point out that universities often have many different systems, such as “stove-pipes.” The problem is that the given systems are incompatible with each other, thus making good comparative analyses problematic. The result is that these systems can scarcely be used for university strategic planning. The alternative is the creation of a data warehouse. Given the cost of these systems, we strongly recommend that KTU begin with a cost-benefit-analysis.

### ***Reform***

Both academic and economic strategies can be defined for driving the changes in the University at the faculty and the departmental level.

Academic strategies include:

- New interdisciplinary study-programs (including short courses);
- Downsizing or eliminating old fashioned study-programs;
- Further modularization of the study-programs, based on credits;
- Decreasing student-staff-ratios in a flexible way, e.g:
  - increasing class size at the early phase of studies;
  - increasing appropriate systems of academic support for students (e.g. tutor-systems).

Economic strategies include:

- Increasing student numbers by variation of study-programs based on market/labor needs and student demands;
- Decreasing unit costs by reducing excessive contact hours;
- Decreasing non-academic staff, merging administrative functions;
- Outsourcing technical services where feasible;
- Introducing strategic planning and management information systems.

We would like to recommend a balanced strategy in which academic strategies receive the appropriate attention. According to the new higher education law, students can choose different (components of) programs at different universities. This will enhance competition in Lithuanian higher education. Given the complex approval procedures in the new higher education law, the creation of new study-programs may not be easy. We would recommend that KTU not only make efforts to create new study-programs but also renovate and upgrade the existing ones, including eliminating study-programs which clearly do not meet the needs of students and society. The students noted in several departments a gap between the abilities of professors, and the student demands and needs. We recommend that KTU takes this criticism seriously.

Recently KTU has decreased the opportunities for the so-called ‘alternative routes’, thus allowing faculty departments to maintain their specialized courses. Given the student criticism (‘narrow specialized courses’) especially

in the engineering study programs and the high drop-out rate for instance in mechanical engineering, we recommend a greater focus on interdisciplinary study-programs and an increase in student choice of study-programs. Interdisciplinary centers (such as the Center of European Studies) in proper fields instead of faculty programs could be a useful tool to attract students. It also may help to attract research contracts. Moreover, we recommend the introduction of short (intensive) courses. The average student-staff-ratio is 15:1, which is rather favorable. This could present an opportunity for KTU. At present, many European universities lower their student-staff-ratio, and at the same time introduce new didactical approaches, in which the students have more responsibility for their own study progress. It is clear that in a research university the student-staff ration has broad implications for research and research training.

The challenges of the emerging European market system and the global, technological world economy will have numerous implications for KTU's administration in the next decade and beyond. Students and graduates must be adaptive to these regional and world changes. It is not sufficient to impart knowledge in the classroom in traditional classroom formats. Students must become creative thinkers and lifelong learners, and the faculty must take responsibility for creating a new type of student at KTU. The 'best and brightest' students must be encouraged to enter academic careers.

We noted that the quality assurance provisions at KTU are rather complicated. There are a number of committees in departments, faculties and at the University level with overlapping tasks. We think it is vital that quality assurance should include incentives for quality improvement, thus setting a 'quality culture' in the departments, the faculties and the University as a whole. It will be vital to include students and independent experts from other universities, municipalities and branches in the evaluations.

### ***Research***

The implication of the global academic world climate is that faculty must be encouraged to do research and publish on a globally competitive basis. There must be worldwide validation of research. Without this, a small nation can become very insular, and cease to be a player at the regional or world level. At present the modern university is open and much more market-driven than ever before, but at the same time the rapid advance of science and technology place new demands on universities and their researchers and teachers on how to stay on the cutting edge of scientific developments.

At the strategic level we pose some questions:

- Does the University have a clear idea where it is going;
- Does it want to concentrate its efforts pro-actively on some of its core areas;
- Does it know and recognize its own strengths and weaknesses;
- Does the University act on this knowledge and information?

KTU faces a bit of an historical handicap: traditionally, in Baltic as well as in all former Soviet countries, teaching in universities and research in research institutes have been separate. We understood that several research institutes (Food, Civil Engineering, Architecture) are willing to integrate with KTU. We would welcome a strategy of KTU moving closer to the research institutes, especially through integration or cooperation with institutions with outstanding performance.

It will also be vital to develop a strategy on cooperation with other research units of other universities, to reap synergistic benefit and to avoid inbreeding. The future research direction at KTU is important. Is it addressing the needs of the country and the region in a proper way, but at the same time not forgetting the basic research? We think that although basic research is of great importance, KTU should lay more emphasis on trans-disciplinary and applied research especially in cooperation with the regional community and the business sector. Of course this requires a balanced policy and a tailor-made approach, given the variety of the disciplines. It will be vital that the University as a whole sets up an integrated research strategy and action along these lines.

The team noted that KTU is also embarked on research in higher education, which is a significant and important topic, also for the University itself. As an example: the KTU-analysis by A. Poskiene is striking and offers a good opportunity for further academic reform. This type of research would benefit even more from contacts with similar research and research centers elsewhere in Europe (e.g. the Centre of Higher Education Policy Studies (CHEPS) at the University of Twente, in Kassel in Germany, etc.).

Several countries, especially in the 1990's, have embarked on various development programs which operate under the name Technology Foresight. Such an exercise may be particularly useful in a situation that exists now in Lithuania and its universities and higher education institutions at large. It would certainly also help KTU to carve out the most profitable niche of action for itself, both in Lithuania and in Europe, and it would give the KTU leadership a better ground and criteria for the possible reorientation and development actions in the future.

### ***Staff Development and Brain Drain***

The current brain-drain away from KTU is of great concern to the University administration. Above, we already recommended that the best and brightest students need encouragement to choose an academic career; but there is also evidence that salary scales are low and not always competitive with private industry in Lithuania and elsewhere. While this brain-drain may be reversed in the future as the Lithuanian economy improves, there is a short-term problem which must be addressed. KTU may consider, for instance, establishing internship programs for students with private industry in Kaunas. This may help industry itself, and strengthen the links of the students to local industry and private companies. From another point of view, students taking

jobs outside of Lithuania are responding to the needs of the global economy. This kind of brain-drain is taking place in all industrial countries and is usually a normal process of economic development. In a sense, it is a validation that KTU's educational programs are competitive on a world scale if its students are also able to develop opportunities abroad.

At the same time, KTU faces the problem of the aging of the faculty; in a few years there will be a major outflow of full-time professors. We think this could be an opportunity to take positive steps to challenge this. We would like to recommend that KTU prepare for the change of generation and make the best possible use of it. For instance, every open vacancy should be analyzed and the new post possibly directed in a new way or moved to another department where it may be more useful.

Moreover, in the next decade KTU will be entering a competitive academic environment on an all-European scale, and even on a world-scale. One weakness noted is that all of its faculty members have received degrees from KTU itself, and many have not published or studied outside of Lithuania. This is a basic weakness, which threatens the long-run viability of KTU research and teaching efforts. Its own graduate students are hired and become faculty members, and in turn, train the next generation which then becomes the faculty of the University. This 'inbreeding' of faculty can be addressed by requiring that all faculty hired by KTU in the future are mandated to do postdoctoral work outside of Lithuania if their Ph.Ds are awarded by KTU. It is also advisable that KTU develops its own post-doctoral system, which is advertised both nationally and internationally. Quality American and European universities actually prohibit the hiring of an institution's own Ph.Ds until the graduates have developed careers outside of the institution granting the PhD. We would also like to recommend the use of temporary and part-time appointments to attract experienced business people and professionals in given branches.

### ***University Finances and Patent Policy***

KTU is facing a very tight state budget; at present KTU receives less than 60% of its income directly from the State. European universities as a whole have been very slow in adopting institutional programs in fundraising and development, and it is no surprise that Lithuanian universities have not even conceptualized the possible benefits of external fundraising. In the U.S. it is commonplace in even the less prestigious institutions to reap considerable resources from programs of this nature. It is recommended that KTU allocate at least one position to this endeavor. The individual would have ample opportunity to be trained at US institutions for this responsibility.

In a number of conversations with the Visiting Advisors, the administration of KTU repeatedly indicated that resources are very limited in attempting to meet institutional goals. State funds will continue to be limited in the future, and it behooves the administration to invest in a program of fundraising and development. This is an area where the benefit/cost ratio would be very high, and would enable the new Rector to meet some of his goals.

It can be foreseen that KTU will be creating new inventions and processes which could have considerable monetary value. It is recommended that KTU explore the possibility of developing a patent policy whereby the University, as well as the individual researcher, would gain some of the economic benefits of inventions. In the absence of a policy in this area, the benefits will accrue totally to the individual faculty member if anybody at all. It is recommended that the institution itself gain some of these benefits since it provides the resources with which the invention takes place. Examples from some European and U.S. universities show that the institutions can sometimes reap considerable benefits because of their well-developed patent policy. The 11% rate for University 'overhead' costs is surely rather low and not in line with many European or U.S. standards or practices.

Of course, such a patent policy has to be fully recognized by the staff and researchers, which requires further training and even some research effort. As part of the patent issue, it is important that the University and its staff are well versed in their contract policies especially vis-à-vis their outside contract research and services.

Money is scarce and the lack of books and foreign scientific journals seems to be especially acute, though the library section with books and journals in the Russian language is impressive. But it is mostly out-of-date. But there may be short-term solutions by using various electronic libraries and in particular by cooperating with other universities and public domain libraries. With further emphasis on research-orientation in the future, the need for up-to-date scientific journals in English will only increase, but this issue can at least partially be addressed by intensifying research cooperation in Lithuania and within the EU, and of course outside it as well.

### **Conclusion**

We have experienced many excellent features and points in the Kaunas University of Technology; the need and desire for further development of the University is very prominent. We have seen the seeds for many excellent new developmental aspects, which only need support and care to come to full blossom. There are new business administration and public administration programs in place, computer links, the extensive use of the Internet, and most significantly, a truly academic atmosphere. While problems continue to exist, the changes in KTU and its environment have been monumental and very much in the right direction over the last decade.

Even a short exercise about Technology Foresight, at the level of KTU, or, better still at the national level, may be very helpful towards future management and orientation of the University or the Lithuanian universities at large. It is not enough that a university just follows the current trends and developments; through first-class research and first-class education it can also shape and build the future. In order to be a truly competitive University,

KTU also needs to build upon its own long-term strengths, without merely imitating the features that others are developing.

We feel that KTU will continue to be an important if not a key player in Lithuania's economic, industrial, and academic reform in the next decade as well. It has already been an initiator of many issues in HE that are of importance for the country and its universities at large.

We wish the University and its staff and students the best of success in their important work.

### **Visiting Advisors Team**

#### **Edward Jakubauskas      USA**

Dr. Edward Jakubauskas is a senior economist at the University of Colorado at Denver's Center for International Business and Economics Studies. He is the former president of Central Michigan University (1988-1992) and the State University of New York at Geneseo (1979-1988). Dr. Jakubauskas has worked with the U.S. Baltic Foundation in Vilnius and with Vilnius University in further developing its financial administration. As the president of Central Michigan University, he administered a 16,000-student campus with an operating budget of \$145 million. Dr. Jakubauskas was chosen in 1980 as one of thirteen U.S. college presidents to make up a delegation to Poland and later chaired a similar 15-member delegation to the Soviet Union in 1988. He earned his M.A. in economics from the University of Wisconsin and his Ph.D. in economics from the University of Connecticut.

#### **Ossi V. Lindqvist      Finland**

Dr. Ossi Lindqvist has been nominated chairman of the Finnish Higher Education Evaluation Council from 2000 to 2003. Dr. Lindqvist is director and professor of the Institute of Applied Biotechnology at the University of Kuopio. From 1990 to 1998, he served as the University's rector. He also served as chairman of the Finnish Council of University Rectors (1993 to 1997), and as member of the Science and Technology Policy Council of Finland (1996 to 1999.) He has been an invited foreign member of the Royal Swedish Academy of Agriculture and Forestry since 1997. He was a professor at the University of Dayton, Ohio, USA from 1970 to 1972. Dr. Lindqvist earned a Ph.D. from the University of Turku.

#### **Jacob (Ko) Scheele      Netherlands**

Mr. Jacob Scheele is Inspector of Higher Education in the Netherlands since 1995. Having worked in the Ministry of Education and Science from 1982 until 1995, he has served in various positions including Deputy Director of Professional Education. He was Chair of the working party formulating the Dutch Act on Higher Education and Research. He was also coordinator of International Affairs. He has been advisor to the Council of Europe since 1992 as member of the Steering Group for Legislative Reform Program and participated in advisory missions and topical workshops in all Central and Eastern European countries. He is been advisor to the European Union on LEONARDO-projects and advisor to the Hungarian government on the Worldbank Hungarian Reform program. He published on higher education legislation and quality assurance.

#### **Martha Gecek      USA**

Ms. Martha Gecek is Administrative Director of the Salzburg Seminar's American Studies Center, in addition to serving as coordinator for the Visiting Advisors Program (VAP) of the Universities Project. Her responsibilities with the VAP include developing and coordinating consulting visits of educators who travel to universities in Central and Eastern Europe to assist colleagues and institutions in the process of institutional self-assessment and change. She received her degree in sociology from Hollins University, USA.

## Schedule during consultant visit

### Salzburg Seminar Universities Project Visiting Advisors Program

Schedule of Visit to Kaunas University of Technology

November 13-17, 2000

Arrival: Jakubauskas and Gecek arrive in Vilnius on LH 3320 at 12.50  
Lindqvist arrives in Vilnius on Finnair at 11.00  
Scheele arrives in Kaunas on Lietuva at 16.00

All guests will be met at airports and accompanied to Hotel Kaunas (Laisves al. 79, tel: +3707-323-110, 225-496, fax: +3707-201371, e-mail: [hotel.kaunas@takas.lt](mailto:hotel.kaunas@takas.lt))

Salzburg Seminar team:

Dr. Edward Jakubauskas, President Emeritus, Central Michigan University; State University of New York, Geneso

Dr. Ossi Lindqvist, Chair, Finnish Higher Education Council; former Rector, University of Kuopio

Mr. Jacob (Ko) Scheele, Inspector of Higher Education, Netherlands

Ms. Martha Gecek, Coordinator, Visiting Advisors Program, Salzburg Seminar

<b>Monday November 13</b>	<b>KTU Representatives</b>	<b>Topic</b>	<b>Location</b>
Arrival afternoon	R. Kupstas, Deputy Head of International Office, is responsible to meet Seminar team at Vilnius airport and accompany to Kaunas		Hotel Kaunas
18:00		Introductory meeting	Hotel Kaunas
19:00 Dinner	P. Barsauskas, Vice-Rector for Infrastructure, V. Viliunas, Head of International Office		Restaurant Astra

<b>Tuesday November 14</b>	<b>KTU Participants</b>	<b>Topic</b>	<b>Location</b>
8:00-9:00 Breakfast			Hotel Kaunas
9:00-11:00	R. Bansevicius, Rector A. Lukosevicius, Vice Rector for Research P. Barsauskas, Vice Rector for Infrastructure V. Viliunas, Head of International Office	Welcome address, introduction and general discussion	Rector's Office Central Building R 414 K. Donelaicio str. 73
11:00-12:30	A. Lukosevicius, P. Barsauskas, V. Viliunas,	- KTU mission statement - KTU development strategy and structure - Institutional concerns and ways to solve these problems	Central Building, R. 410
12:30-13:30 Lunch	P. Barsauskas, V. Viliunas		Central Building, Canteen
13:30-14:00	P. Barsauskas, V. Viliunas,	Visit to KTU-FESTO Industrial	KTU-FESTO

# VAP Report—Kaunas, December, 2000

	R.Dapkus, Director of KTU-FESTO Industrial Automation Centre	Automation Centre	Industrial Automation Centre Studentu str. 48
14:00-15:30	A.Lukosevicius; P. Barsauskas; A.Targamadze, Vice Rector for Academic Affairs; A.Barila, Head of Administration.	- Law on Higher Education - State regulations on Higher Education - University Autonomy - Research structure of Lithuania	KTU-FESTO Industrial Automation Centre
15:30-16:45	P.Barsauskas, V.Viliunas, R.Kupstas, D.Rutkauskiene, Director of Regional Distance Education Centre, L.Mazeika, Senior Research Fellow of K.Barsauskas Ultrasound Research Institute, P. Milius, Director of Business Incubator, B.Burgis, Director of University Gymnasium	Visit to KTU Campus: Regional Distance Education Centre, K. Barsauskas Ultrasound Research Institute, Business Incubator, University Gymnasium	
16:45-17.30	M. Zvironas, President of Student Union, and other student representatives, L.Puodziukynas, Director of Student Affaires, S.Raila, Head of Admissions Office, R.Kupstas	Meet with students Student enrollment system Social life of students	Student Union, Studentu str. 69
18:00-19:00		Debriefing meeting for team members	Hotel Kaunas
19:00 – Dinner	A.Lukosevicius and V.Viliunas		Restaurant Zalias Ratas

<b>Wednesday, November 15</b>	<b>KTU Participants</b>	<b>Topic</b>	<b>Location</b>
8:00-9:00 Breakfast			Hotel Kaunas
9:00-10:30	A.Lukosevicius; A.Targamadze; P.Barsauskas; A.Barila; V.Griniuviene, Director of Finances	-General management issues -Revenue planning and allocation of resources	Central Building R 315
10:30-11:00 Coffee Break			Central Building R 315
11:00-12:30	P.Barsauskas; A.Targamadze; S.Tamulevicius, Chairman of the Senate Commission for External Affaires; V.Ostasevicius, Director of International Studies Centre; A.Degutis, Head of Student Carrer Office; V.Viliunas	- Study system and quality - Liberty of learning - Literature for students - Brain drain of university graduates, researchers and teachers - Aging of university academics	Central Building, R 402
12:30-14:00 Lunch	D.Dumciuviene, R. Kupstas		Central Building, Canteen
14:00-14:50		Debriefing meeting for team members	Central Building, R 315

# VAP Report—Kaunas, December, 2000

15:00-16:00	Vice-Dean R.Minkute, R.Jucevicius, Director of Institute of Business Strategy, G.Duobiniene, Director of Library; D.Dumciuviene, Deputy Head of International Office	Visit to Faculty of Social Sciences, Library and Dept. of Thermal and Nuclear Power	Dean's Office of the Faculty of Social Sciences, Library, Dept. of Thermal and Nuclear Power, K.Donelaicio str.20
16:00-17:00	P.Barsauskas, S.Tamulevicius; V.Ostasevicius, Vice-Rector for Research; D.Dumciuviene, V.Pukeliene, Head of Department of European Integration, V.Viliunas	Internationalization of studies: - institutional policy on internationalization, - preparation of the University to provide education in foreign languages - preparation of the administrative procedures, like certification of academic records and credits, adoption of ECTS - preparation to solve possible social problems for foreign students - problem of incoming and out going student ratio	Faculty of Social Sciences, Department of European Integration, R 220, K.Donelaicio str.20
18:00-19:00		Debriefing meeting for team members	Hotel Kaunas
19:00 Dinner	D. Dumciuviene , V. Viliunas		Restaurant Pompeja

<b>Thursday, November 16</b>	<b>KTU Participants</b>	<b>Topic</b>	<b>Location</b>
8:00-9:00 Breakfast			Hotel
9:00-10:30	P.Barsauskas, A.Lukosevicius, A. Barila, G.Duobiniene, V.Griniuviene, V.Viliunas	-Fund raising strategies -Renewal of laboratory equipment and facilities; -Lack of up-to-date foreign scientific books	Faculty of Economics and Management, Centre of Total Quality Management and Sustainable development, Laisves al. 55, R 508
10:30-11:00	Dean B.Neverauskas, P.Barsauskas, V.Viliunas	Visit to Faculty of Economics and Management	Dean's Office of the Faculty of Economics and Management, R 403
11:00-12:00	P.Barsauskas,A.Lukosevicius, S.Simniskis, representative of NGO (Kaunas Development Forum), J. Siugzdiniene, Head of the Municipal training centre, M. Mikulenas, Business Competence Centre, L.Kaminskiene, Head of International Relations Department of Kaunas Chamber of Commerce, Industry and Crafts, V. Viliunas	Cooperation with regional local community	Faculty of Economics and Management, Centre of Total Quality Management and Sustainable development, Laisves al. 55, R 508
12:00-13:30	R.Bansevicius, P.Barsauskas,	E-University and its mission	Rector's Office,

## VAP Report—Kaunas, December, 2000

	R.Ostasevicius, R.Seinauskas, A.Lukosevicius, V. Viliunas		Central Building, R 414
13:30-14:30 Lunch	P.Barsauskas, V. Viliunas		Central Building, Canteen
14:30-17:00		Preparation of the report	Central Building, R 315
17:00-18:00	R. Bansevicius, A. Barila, A.Lukosevicius, P.Barsauskas, V.Ostasevicius, Vice-Rector for Research, R.Siauciunas, Vice-Rector for Academic Affaires, A.Navickas, Head of Administration, V.Viliunas	Presentation of the report	Rector's Office, Central Building, R 414
19:00 – Dinner	R. Bansevicius, A.Lukosevicius, P.Barsauskas, V.Viliunas		Restaurant Perkuno namai
<b>Friday, November 17</b>	<b>DEPARTURE</b>		

### DEPARTURES:

Jakubauskas will spend the night of November 17 in Vilnius

Gecek departs Vilnius at 13.40 on LH 3373 for Frankfurt

Lindqvist departs Vilnius at 12.15 for Helsinki

Scheele departs Kaunas at 7.45 for Hamburg.

Car for Scheele will wait at 6.30 for Kaunas airport.

Van for Jakubauskas, Gecek and Lindqvist will wait at 9.30 for Vilnius airport

Mr. R.Kupstas is responsible for transportation.

## References

1. KAUNAS University of Technology 2000
2. Law on Higher Education, Republic of Lithuania, 21 March 2000
3. The World Factbook 1999 – Lithuania
4. The Statute, Kaunas University of Technology, 1992 (update)
5. Basic Facts about Kaunas University of Technology and Lithuania, 2000
6. UNESCO institutional case study: KTU by Prof. Dr. K. Krisciunas, 1999
7. A call for reforms in higher education by Dr. E.B. Jakubauskas
8. Think globally and act locally, the University and the third domain by Prof. Dr. K. Krisciunas, IMHE-conference Paris, September 2000
9. Research Directory 2000, KTU 2000
10. University Organisational Culture, the complex educational factor of higher education by Dr. A. Poskiene, Kaunas 1998
11. Export engineering program, International Studies Center, KTU
12. International policy of KTU, Dr. V. Viliunas, KTU, 15 – 11 – 2000
13. Kaunas Municipal Training Center, KTU 2000

The Visiting Advisors also received many other documents from the faculties and departments we visited, as well as a very informative newsletter from the students. We were impressed by the quality of the public relations material and brochures aimed at addressing the audience outside the University. It is informative, of high quality and thoughtfully prepared.

***The Visiting Advisors Program of the Salzburg Seminar's Universities Project, including the visit to the Kaunas University of Technology, has been made possible by a generous grant from the Kellogg Foundation.***

## **THE UNIVERSITIES PROJECT OF THE SALZBURG SEMINAR**

Universities throughout the world are undergoing systemic changes in their governance, academic design, structure, and mission. The Salzburg Seminar's Universities Project focuses on higher education reform in Central and East Europe, Russia, and the Newly Independent States as universities in these regions redefine their relationships with governments and try to become more integrated into the global intellectual community.

The Universities Project is a multi-year series of conferences and symposia convening senior representatives of higher education from the designated regions with their counterparts from North America and West Europe. Discussion in the Project's programs focuses on the following themes:

- University Administration and Finance
- Academic Structure and Governance within the University
- Meeting Students' Needs, and the Role of Students in Institutional Affairs
- Technology in Higher Education
- The University and Civil Society

## **OBJECTIVES**

Universities and other institutions of higher learning are seeking to reshape themselves in ways that will prepare them more fully for the twenty-first century. Even as these institutions are considering extensive systemic changes in their academic design, structure, and mission, all desire autonomy in governance and in their intellectual life. Accordingly, the Universities Project aims to promote the higher education reform process by inviting senior administrators to participate in conferences and symposia concerning issues of university management, administration, finance, and governance.

## **THE VISITING ADVISORS PROGRAM (VAP)**

The Salzburg Seminar launched this enhanced aspect of the Universities Project in the autumn of 1998. Under this program, teams of university presidents and higher education experts visit universities in Central and East Europe and Russia at the host institutions' request to assist in the process of institutional self-assessment and change. By the end of 2000, twenty-three VAP visits will have taken place to universities in East and Central Europe and Russia. A full schedule of visits is planned for 2001. The addition of the Visiting Advisors Program brings to the Universities Project an applied aspect and serves to enhance institutional and personal relationships begun in Salzburg.

The Salzburg Seminar acknowledges with gratitude the William and Flora Hewlett Foundation and the W.K. Kellogg Foundation, which are funding the Universities Project and the Visiting Advisors Program respectively.

## **FOR MORE INFORMATION**

For more information regarding the Salzburg Seminar's Visiting Advisors program, the Universities Project, and Salzburg Seminar programs, please contact one of the Seminar's offices below.

Salzburg Seminar  
Schloss Leopoldskron  
Box 129  
A-5010 Salzburg, Austria

Telephone: +43 662 83983  
Fax: +43 662 839837

Salzburg Seminar  
The Marble Works  
P.O. Box 886  
Middlebury, VT 05753 USA

Telephone: +1 802 388 0007  
Fax: +1 802 388 1030

Salzburg Seminar website: [www.salzburgseminar.org](http://www.salzburgseminar.org)