

APPROVED BY

Order No BR-4 from the Director
of the Institute of the Lithuanian Language
dated 20 March 2018

Institute of the Lithuanian Language

90.900.1598

2018–2020 STRATEGIC ACTION PLAN

I. MISSION AND STRATEGIC CHANGE

Developing new fundamental and applied knowledge of the Lithuanian language and writings, compiling, structuring, and disseminating intangible linguistic heritage, addressing tasks of the development and functioning of language as may be relevant to the state and the public, supporting Lithuanian studies around the world.

OPERATING PRIORITIES

In its activities, of the Institute of the Lithuanian Language aims to implement the goals of objectives of the 2017–2019 strategic action plan of the Ministry of Education and Science of the Republic of Lithuania: conduct the development of science and studies, encourage cohesive development of the human being and the society to reinforce the competitive strengths of the state and create conditions for innovation through the development of studies and R&D, create new knowledge to bolster the country's strengths, promote interinstitutional, inter-sectoral, and international cooperation in the process of developing top-level research, muster and strengthen the human potential to develop and conduct research.

ALLOCATIONS TO IMPLEMENT THE OPERATING PRIORITIES

Name of priority	Subsidies in 2018, EUR thousand
Promote scientific and technological advancement of the country, expand the information society and society of knowledge, increase the funding of education, culture, science, and healthcare	1,078.0

STRATEGIC GOALS AND PROGRAMMES

The strategic goal of the Institute of the Lithuanian Language is to develop and disseminate of research of the Lithuanian language and applied activities.

The Institute of the Lithuanian Language creates new knowledge of the functioning and history of the Lithuanian language in line with the regulations approved by Resolution No 1797 from the Government of the Republic of Lithuania dated 23 December 2009. The fields of activity of the Institute of the Lithuanian Language are as follows:

- research of the development of the history and writings of the Lithuanian language;

- studies of the vocabulary and lexicography, terminology and theoretical terminography, grammar and typology, onomastics;
- studies of the functioning of the Lithuanian language in the society and its pragmatics;
- Lithuanian dialectal and sociolinguistic studies;
- studies the modern and historical contacts of Lithuanian studies and foreign literature of Lithuania;
- studies of the history of the diaspora's linguistics;
- studies of the functioning of the Lithuanian studies in IT.

The outcomes of fundamental research and scientific competences are used in applied activity, for the purposes of designing state-of-the-art products of scientific activity designed to cater to the needs of the public (such as manuals, dictionaries, encyclopaedias, publications of sources of language, e-publishing, online publications), providing the services of assessment, standardisation, expertise of phenomena and terms of the Lithuanian language, as well as deploying the Lithuanian language in e-space. The Institute of the Lithuanian Language digitalises, compiles, and manages the Dialectal Archive and databases of resources of the Lithuanian language: the e-file of the academic Dictionary of the Lithuanian Language with a search engine, a database of old writings, a dialectal database, a database of the standard language, a database of foreign words, a database titled The Synonymy of Terms of the Lithuanian Language, a database titled The Databank of New Coinages, a linguistic consultations bank, a digital manual of modern usage, a computer database of linguistic recommendations, a database of historical place names, a database of modern place names, a database of personal names, a database of the Dictionary of Borrowed Terms and Their Equivalents, a database of current news of the administrative language, and so on. For these data to be readily accessible and ultimately beneficial for the academia and the general public, an information system of digital resources of the Lithuanian language has been developed (accessible at lkiis.lki.lt), which can already be used to access dialectological, onomastic, lexicological, educational resources of the Lithuanian language.

Shifting developmental needs of the society and the state and the priorities of the science policy are forever posing new tasks that the Institute of the Lithuanian Language is handling with great success, for instance: research of eco-linguistics, scholastic Lithuanian studies, experimental phonetics and phonology, perceptive dialectology was launched in 2015.

To maintain a high level of scientific competence at Institute of the Lithuanian Language that would ensure a state-of-the-art degree of fundamental and applied research, the Institute cooperates with universities and other educational establishments in preparing top-qualification philological scientists. By 2011, the Institute of the Lithuanian Language had acquired a right for doctoral studies in philology together with Vytautas Magnus University. Since 2011, the Institute has been awarded the right to joint doctoral studies in association with Vytautas Magnus University, Klaipėda University, and Šiauliai University.

In 2012–2016, Institute of the Lithuanian Language conducted 4 five-year programmes of long-term institutional research and experimental (social, cultural) development:

1. Fundamental and Applied Research of the Onomastics of the Lithuanian and Baltic Languages;
2. Fundamental and Applied Research of the Vocabulary, Lexical Semantics, and Terminology of the Lithuanian Language;
3. The History and Contacts of Language: Fundamental and Applied Research of the Development and Writings of Language;
4. Linguistic Variations: Fundamental and Applied Geo-linguistic and Sociolinguistic Research.

The final reports on these programmes were approved by Resolution No 4S-482 of the Chairman of the Lithuanian Academy of Science on 2 May 2017.

As a consistent follow-up on the work done during the first period, the following new long-term institutional programmes are being conducted over the term of 2017–2021:

1. Fundamental and Applied Research of the Onomastics and Etymology of the Lithuanian Language and Baltic Languages.
2. Development of a 21st-century Model of Dialectal Research and Applied Research of Regional Variation.
3. Fundamental and Applied Research and Dissemination of Change and Innovation in the Modern Standard Lithuanian Language.
4. Sociolinguistic Databanks, Research, and Popular Dissemination.

The involvement of the Institute of the Lithuanian Language in supporting and enhancing the country's intellectual potential is not just limited to raising the qualifications of the Institute's staff and training new scientists – it is inseparable from educating the society, too. The society has to be aware of how the Lithuanian language is researched, of the outcomes and the significance of the studies. It is an important requisite of the linguistic identity and of general education and independent thought and self-awareness alike. The society needs to clearly see that the Institute of the Lithuanian Language is not a self-

contained scientific institution, but rather a source of support, an institution that satisfies the society's most pressing needs for the knowledge and usage of language, publicises the latest results of fundamental and applied research, hosts seminars and other kinds of events for representatives of educational, scientific, and cultural institutions, university and school students, and coordinates the dissemination of information on research of the Lithuanian language in Lithuania and abroad.

The main goal of the activities of the Institute of the Lithuanian Language is the development and dissemination of research and applied activity of the Lithuanian language.

A description of the method to achieve this goal follows.

1. The main strategic objectives:

- 1.1. Ensure top-level research and applied activity of the Lithuanian language.
- 1.2. Train top-qualification scientists.
- 1.3. Compile and develop national databases and archives of linguistic resources.
- 1.4. Ensure dissemination of the outcomes of Lithuanian language research.

2. Key measures. The strategic objectives are being implemented by developing research and applied activities at the Institute of the Lithuanian Language and by coordinating the dissemination of information thereof amidst the society.

2.1. Measures for the first objective:

2.1.1. Develop fundamental and applied research of the vocabulary, lexical semantics, and terminology of the Lithuanian language.

2.1.2. Develop fundamental and applied geo-linguistic and sociolinguistic research.

2.1.3. Develop fundamental and applied research of language evolution and writings.

2.1.4. Develop fundamental and applied research of the onomastics of the Baltic languages.

2.1.5. Develop fundamental and applied research of the Lithuanian grammar.

2.1.6. Develop applied research of digital language resources.

2.2. Measures for the second objective:

2.2.1. Train specialists in linguistics in cooperation with universities.

2.3. Measures for the third objective:

2.3.1. Administrate the resources of the Lithuanian language accumulated by the Institute of the Lithuanian Language, develop specialised software tools for the digitalisation and electronic presentation of databases and archives.

2.4. Measures for the fourth objective:

2.4.1. Prepare and publish relevant products of scientific and applied activity: manuals, dictionaries, encyclopaedias, linguistic sources.

2.4.2. Organise science, science promotion, and educational events, ensure activity aimed at informing and educating the public.

3. Result criteria (annually):

3.1. Achieve a research development ratio of 1.02.

3.2. Achieve an applied activity development ratio of 1.

3.3. Achieve a research and applied activity dissemination ratio of 1.02.

4. Product criteria (annually):

4.1. Publish around 70 science articles in scientific publications (1.3 article per scientist position on average).

4.2. Prepare around 110 author's sheets of collective publications of science synthesis and critical sources (2 author's sheets per scientist position on average).

4.3. Prepare 10 fundamental and applied researches of the Lithuanian language (monographs, collections of articles, source publications, scientific dictionaries, e-publications) for publication.

4.4. Train 13 doctoral students in tertiary doctoral studies.

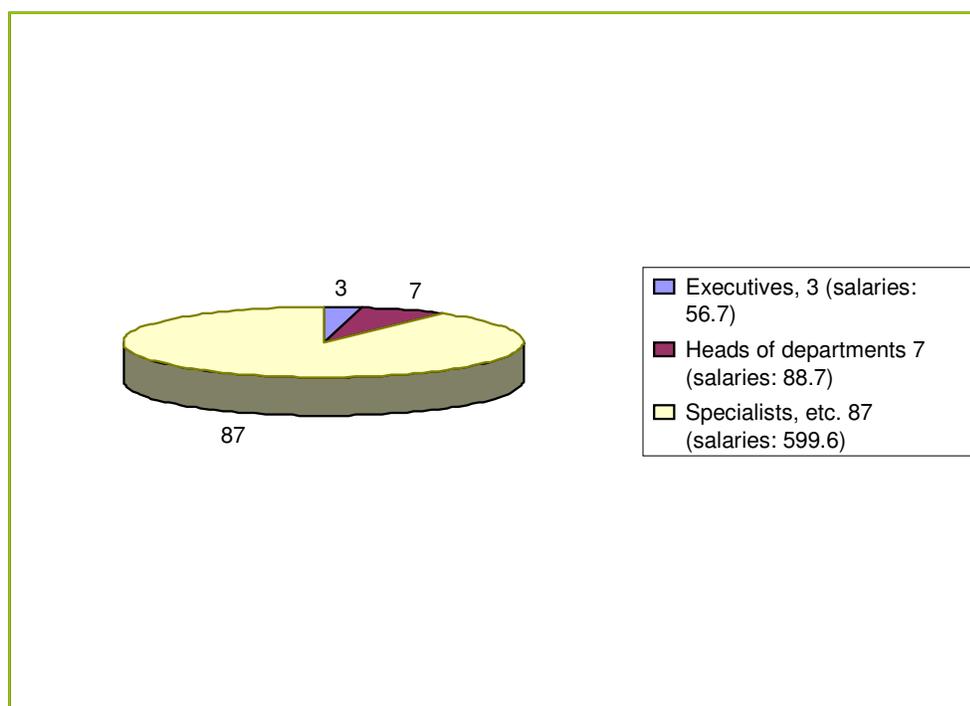
4.5. Create and enhance the existing databases (11), seeking to integrate them into the general system.

4.6. Hold 8 science and science dissemination events.

4.7. Prepare and publish 4 volumes and books of 3 science journals.

HUMAN RESOURCES

	2017	2018	2019	2020
No of functions	97	94	94	94
Salary expenses, EUR thousand	745.0	755.0	755.0	755.0



The number of functions and breakdown of salary expenses (EUR thousand) by function groups in 2017.

MANAGEMENT COSTS

Table 1. Allocations for 2018–2020 programmes and management costs (EUR thousand)

No	Name of programme	Allocations for 2018				Expected allocations for 2019				Expected allocations for 2020			
		total	including expenses coverage		property acquisitions	total	including expenses coverage		property acquisitions	total	including expenses coverage		property acquisitions
			total	incl. salaries			total	incl. salaries			total	incl. salaries	
1.	Development and dissemination of research and applied activity of the Lithuanian language	1,078.0	1,078.00	755.0		1,078.0	1,078.00	755.0		1,078.0	1,078.00	755.0	
	including management costs *												
	Total allocations for programmes	1,078.0	1,078.00	755.0		1,078.0	1,078.00	755.0		1,078.0	1,078.00	755.0	
	including management costs												
	Share of management costs, %												

II. IMPLEMENTATION OF STRATEGIC GOALS AND PROGRAMMES

OPERATING CONTEXT

1. External factors.

1.1. Political factors. Lithuanian is the national language of the Republic of Lithuania, it serves all areas of life of the state and its society. Lithuania is used in creating and expressing the culture of the nations living in Lithuania, and the Lithuanians first and foremost. For these reasons, research of the Lithuanian language and disseminating its outcomes are objectives of national priority.

With Lithuania joining the European Union, Lithuanian became an official EU language. Its prestige and international role increased. This serves as an incentive to focus more on fostering and researching it.

The globalisation of the economy and social life affects Lithuanian as well. For some time already, it has been under significant pressure from the English language. This influence needs constant monitoring and researching, and the society has to be made aware of the outcome of its effect.

The social development objective of the ILL is to spread Lithuanian and linguistic knowledge across the public, and schools in particular, as well as on a global Lithuanian scale.

1.2. Social factors. An open society drives exchange and dissemination of ideas, techniques, and data. Integrational and interdisciplinary development of science calls for modern methods to research language. Research of the Lithuanian language must meet the needs of the shifting society. A society of knowledge that is taking shape suggests that research of the structure of the Lithuanian language, management and dissemination of archives and sources of linguistic resources, compilation of new linguistic resources should be done with a higher degree of intensity. The growing level of cooperation with linguists from other countries allows us to take on the latest trends and methods in linguistics and to apply them to Lithuanian studies.

1.3. Technological factors. Rapid expansion of information technology creates new possibilities to research the Lithuanian language, compile and manage its resources. This technology allows creating functional, readily accessible databases, online tools for the fostering of the Lithuanian language and disseminating of its research. In the other hand, the Lithuanian language has to be adapted to the latest trends in social development. The amount of specialist Lithuanian linguistic literature on the trends of language development, such as the usage of foreign words, is growing, and so is the demand for Lithuanian terms that reflect the modern realities of life.

2. Resources (internal factors).

2.1. The legal base. The Institute of the Lithuanian Language has a legal base consisting of the Articles of Association of the Institute of the Lithuanian Language, the working regulations of the Institute of the Lithuanian Language, function regulations, and operating regulations of the departments. A system for the evaluation of the performance of research workers as approved by the Science Council of the Institute of the Lithuanian Language is in place. A new Procedure for the Planning and Assessment of Work of Research Workers of the Institute of the Lithuanian Language has been prepared, use is made of the legal base of the Republic of Lithuania regulating the operation of the science and studies system.

2.2. The structure. A new structure of the Institute of the Lithuanian Language became operational in 2015.

The Institute of the Lithuanian Language has six scientific centres: 1. The Centre for the Studies of the Baltic Languages and Onomastics; 2. The Centre for the Studies of Written Heritage; 3. The Geo-linguistics Centre; 4. The Sociolinguistics Centre; 5. The Terminology Centre; 6. The Centre for the Studies of the Standard Language.

In February 2016, the infrastructural part of the Institute of the Lithuanian Language was reformed as well, setting up the following non-scientific departments: 1. The General Affairs and Infrastructure Department; 2. The Financial Department; 3. The Science Library; 4. The Department of Social Cultural Innovation and Marketing. The Centre for Lithuanian Studies was eliminated (by Resolution No 43 from the Science Council of the Institute of the Lithuanian Language dated 28 April 2017), and its functions were transferred to the Department of Social Cultural Innovation and Marketing.

The Publishing Group (part of the Department of Social Cultural Innovation and Marketing) is expected to operate with a certain degree of success. As the budget does not provide for any allocations for publishing, scientists at the Institute of the Lithuanian Language participate in tenders to finance publications. Revenue from tenders is also lower than before, which has led to a slow-down in the publishing business, meaning that not all of the publications necessary for science and the society reach their readers on time. That is one of the reasons why some scientific journals (such as *Bendrinė kalba* (Standard Language)) have been moved to the e-space (<http://www.bendrinekalba.lt>) and are no longer available in paper form.

In 2018, the Institute of the Lithuanian Language started uploading its scientific journals to the Open Journal Systems (OJS) system. It is an international tool for the publishing of e-journals that facilitates communication of publishers and authors in the electronic space. OJS covers all stages of publishing the Institute's journals (from the review

of the manuscript to final publication). OJS enhances and improves access to journals published by the Institute of the Lithuanian Language and the outcomes of research; access online: <http://journals.lki.lt/index.php>.

The Centre for Lithuanian Studies has been running since October 2007, its task being the dissemination of the Lithuanian language in the society; in 2017 it had over 3,000 visitors. Funding cuts have had a negative effect on the compilation of the specialist scientific library, although subscriptions to international periodicals have been maintained.

2.3. The employees. The Institute of the Lithuanian Language currently employs 66 scientists and researchers, including 51 doctors of humanities, of whom 1 is a true member and professor with the Lithuanian Academy of Science, 3 professors who hold the degree of a doctor habilitatus or have finished the habilitation, 2 docents with a PhD in humanities, 3 doctors who have finished the habilitation. The Institute of the Lithuanian Language has 14 full-time graduate students. This kind of a scientific potential so far can satisfy the scientific needs of the Institute of the Lithuanian Language, yet it is insufficient in the light of application of new technology and deeper involvement in the expansion of school linguistics and education of the public. This problem has gained particular relevance with the Institute of the Lithuanian Language expanding its scientific activity and speeding up the dissemination of research outcomes amidst the public.

In cooperation with programmers, scientists at the Institute of the Lithuanian Language are applying IT to research the Lithuanian language with a growing degree of success. Interinstitutional and international cooperation in the field of science and applied scientific activity is gradually expanding. An increasing number of scientists from the Institute of the Lithuanian Language are becoming involved in international science programmes and project activities.

At the end of the last century, there was no proper balance between the needs and the possibilities of the scientific activity of the Institute of the Lithuanian Language, and therefore currently many strategic areas of linguistics, such as grammar, history of language, onomastics, terminology, sociolinguistics are still lacking top-level specialists and experts. Efforts to train specialists are focused on those areas as a result. Also, specialists are encourage to raise their qualifications by attending qualification schools, seminars that feature prominent linguistics lecturers from Lithuania and abroad. Furthermore, scientists are incentivised to do internship at foreign scientific establishments.

2.4. The planning system. The Institute of the Lithuanian Language has been operating a long- and short-term planning system since day one. It covers the strategic plans of the Institute of the Lithuanian Language and the annual plans of the Institute, its departments, and research workers.

For planning to be flexible, fast and based on cost-efficiency, it is obviously subjected to ongoing improvement in the light of the challenges from the modern knowledge society and IT.

2.5. The financial resources. The dynamics of allocations for the expenses of the Institute of the Lithuanian Language are as follows: LTL 3,266 thousand in 2010; LTL 3,251 thousand in 2011; LTL 3,234 thousand in 2012, LTL 3,489 thousand in 2013, LTL 3,098 thousand in 2014, EUR 908,827 in 2015; EUR 1,007.0 thousand in 2016; EUR 1,054.0 thousand in 2017; EUR 1,078.0 thousand in 2018. With the funding from the budget decreasing and in the absence of balanced project funding, we cannot underestimate the increase in the need for funds. For instance, the absence of a balanced procedure of budget and project funding makes it difficult to plan work at the beginning of the year. The Institute of the Lithuanian Language is not in the position to significantly update its scientific potential, which has its effect on the speed of achieving the objectives set for the Institute of the Lithuanian Language as a centre for fundamental and applied research of the Lithuanian language. The shortage of financial resources could lead to a drop in research outcomes. Thanks to the established procedure of funding projects, project and other types of funding received is still failing to resolve the issue of raising the scientific potential.

The Institute of the Lithuanian Language is engaged in activities aimed at integrating less-used languages into the information society and is also actively involved in projects of commercialisation of research outcomes.

A project titled *Developing ICT Solutions and Contents to Help Preserve the Lithuanian Language in the Public Space and Enabling the Use Thereof* (project code No VP2-3.1-IVPK-12-K-01-005) was implemented between 2012 and July 2015. The project saw the digitalisation of six Lithuanian monolingual (synonym, antonym, phraseological, systemic, comparison, and modern language) dictionaries, five bilingual (Lithuanian–Latvian, Latvian–Lithuanian, Lithuanian–Polish, Polish–Lithuanian, and German–Lithuanian) dictionaries, the main directory and additional directories of guerrilla songs, riddles, and faith of the Dictionary of the Lithuanian Language. Furthermore, two educational games (*Rašyba* (Spelling) and *Kalbos Turtai* (Treasures of Language)), two remote-learning programmes (modules) titled Lithuanian for Beginners and Threshold (Beginner Level) Graphic Dictionary were developed. The font *Palemonas* was enhanced and improved as well. The Lithuanian language information system (lkiis.lki.lt) developed in the course of the project grants the public free access to the resources of the Lithuanian language and the training tools that were digitalised and developed as part of the project. The project was

implemented in association with the Lithuanian University of Educational Sciences and Vilnius University, the Institute of Lithuanian Literature and Folklore.

At this moment, funds are being sought to develop and improve this information system. The plan is that the information system of digital linguistic resources will undergo further development and will embrace more levels of language, which will have their data integrated so as to supplement the set of data from each level. In other words, any user (from a scientist to a member of the general public) will be able to retrieve linguistic information and its contextual data of their choice. An application has been drafted for *E-language for Infrastructure-generated Services: Search in the WordNet, E-marketing, E-terms, and E-advice*, a new project by the Institute of the Lithuanian Language. Under this project, the development of a WordNet will be based on internationally recognised models and practices of WordNet data (such as the Princeton WordNet data model), and the original version of the WordNet will include the set of common base concepts as recommended by the Global WordNet Association, which was defined under the EuroWordNet and BalkaNet projects; furthermore, the original version of the WordNet will be developed through integration of the available lexicographical resources (the Dictionary of the Modern Lithuanian Language, the Dictionary of Synonyms, the Dictionary of Antonyms, etc.).

In 2017, researchers at the Terminology Centre of the Institute of the Lithuanian Language became involved in *eTranslation TermBank*, an important project funded by the European Commission. The main coordinator of the project is Tilde (Latvia). The project also has the involvement of representatives of eight other institutions from Denmark, Estonia, Slovenia, Austria, Iceland, and Sweden. The aim of the project is to improve the quality and scope of machine translations of the European Commission.

For the purposes of fundamental and collective research, the scientific potential needs to be updated and improved on a continuous basis, which means training, in cooperation with Lithuanian and foreign science institutions, top scientists who would be able to apply state-of-the-art methods of research and applied activity, promote the exchange of good practice and scientists as well as joint research; however, the funding for the optimisation of these processes is not always adequate.

2.6. The accounting system. The Institute of the Lithuanian Language keeps its accounts in line with the bookkeeping requirements. Over the past few years, accounting has been increasingly computerised. The accounts of the Institute of the Lithuanian Language are kept and financial statements prepared pursuant to the Law on Bookkeeping of the Republic of Lithuania, the Law on Public Sector Reporting of the Republic of Lithuania, the Standards of Public Sector Accounting and Financial Reporting (SPSAFR) as approved

by decrees from the minister of finance of the Republic of Lithuania, and other regulations governing the bookkeeping procedure. For the purposes of bookkeeping, the Institute of the Lithuanian Language uses the *Stekas apskaita* accounting software.

2.7. The communications system. The fundamental research and applied activity at the Institute of the Lithuanian Language requires state-of-the-art research assets and an adequate information base to process large volumes of data and ensure a fast internet speed. The computer network of the Institute of the Lithuanian Language consists of two elements: an internal and external network and a demilitarised zone (DMZ). The internal network consists of local workstations, a data storage facility where national digital resources of Lithuanian studies are kept, a general-access disk used for the purposes of exchange of information, and a mail server. The external network is the internet. The DMZ is made of two internet servers with over 14 websites. The Institute of the Lithuanian Language has a regulation on using the digital databases in place.

The website of the Institute of the Lithuanian Language was updated in 2017. The data of the Lithuanian version of the website of the Institute of the Lithuanian Language are subject to continuous updates, and the English version is currently under development. The website is available at www.lki.lt. The website contains information of the Institute of the Lithuanian Language and the research conducted by its staff, presents public digital resources of Lithuanian studies (such as the 20-volume Dictionary of the Lithuanian Language, <http://www.lkz.lt/>; the Old Writings Database, <http://www.lki.lt/seniejirastai>; the Language Consultations Bank, <http://www.lki.lt/lki/kkb/kkb.php>; the Base of Office Language Tips, <http://kanceliariniaipatarimai.lki.lt/>, the Information Database of the Dialects Archive, <http://tarmes.lki.lt/>; the Dialectal Corpus, <http://www.lki.lt/tarmiuarchyvas/>; the Language Exchange Website, <http://www.kalbosnamai.lt/>; the Geo-information Database of Lithuanian Place Names, <http://lvvgdb.lki.lt/vietovardziai/Default.aspx?pid=1>; the Dictionary of Place Names, <http://vietovardziai.lki.lt/>; a Lithuanian–Hungarian Dictionary, <http://www.morphologic.hu/wrapper.html>; the Databank of Lithuanian New Coinages, <http://naujazodziai.lki.lt/>; syntactic annotation of publicist texts titled VILSINTEKS http://www.lki.lt/LKI_LT/index.php?option=com_content&view=article&id=803&Itemid=153 has been started). The publishing house of the Institute of the Lithuanian Language places notifications of its publications on the website of the Institute of the Lithuanian Language at <http://lki.lt/leidiniai/>.

2.8. The internal control system. The Institute of the Lithuanian Language operates an internal control system and has a risk management procedure in place. Research workers and researchers are subjected to routine tenders that are conducted by the Tender and

Certification Commission approved by the Science Council of the Institute of the Lithuanian Language following the appropriate regulations. Line employees and managers report to the management of the Institute of the Lithuanian Language on an annual basis. The changes in the Technique for the Assessment of Science (Art) of Science and Studies Institutions brought changes in the accounting procedure of the Institute of the Lithuanian Language. Research outcomes are reported every year.

3. Strengths, weaknesses, opportunities, and threats.

3.1. The main **strengths** of the Institute of the Lithuanian Language are as follows:

- The Institute of the Lithuanian Language employs scientists with top-level scientific potential. Research in many fields is done exclusively at the Institute of the Lithuanian Language. During the period of operation of the Institute of the Lithuanian Language, strong teams of scientists involved in research in specific fields have been established, and several schools of Lithuanian studies have taken shape.

- Research of international and interdisciplinary nature.

- Compilation, management, and computerisation of Lithuanian language resources.

- Teams of scientists are provided with conditions to carry out summary fundamental work.

- There is an ongoing communication with the public, processes of dissemination of science are taking place.

- The Institute of the Lithuanian Language is home to collective Lithuanian linguistic work of relevance to the state and the public of Lithuania (such as the Dictionary of the Standard Lithuanian Language, the Database of Old Writings, the Geo-informational Database of Lithuanian Place-names, the Dictionary of Lithuanian Place-names, and so on).

- The Institute of the Lithuanian Language has excellent soft infrastructure, maintaining and developing various databases with computerised linguistic tools.

- The Institute of the Lithuanian Language is turning into a centre of excellence and a place of internship and professional development both for Lithuanian and foreign researchers of the Lithuanian language.

- The Institute of the Lithuanian Language carries out both national and international science projects.

3.2. The **weaknesses** of the Institute of the Lithuanian Language are several:

- The unbalanced system of project and planned assignments is not always conducive to high quality.

- The system of external reporting on scientific outcomes does not favour time-consuming fundamental syntheses that require a lot of theoretical preparation.

- The inconsistent turnover of scientist generations.

- Lithuania does not provide any possibilities to train scientific potential for certain types of modern linguistic research, which makes it difficult to develop necessary areas such as research of the relationship between language and business, language and IT, and so on.

3.3. The main **opportunities** of the Institute are as follows:

- The Institute of the Lithuanian Language is capable of serving as a centre of fundamental and applied research of the Lithuanian language and a centre of language policy formation.

- The young research staff is prepared to develop traditional and modern fields of Lithuanian linguistics.

- Scientists are prepared to address issues of usage and standardisation of language and terms that the society and the state faces.

- The Institute of the Lithuanian Language has a lot of experience in accumulating linguistic resources and heritage of written material and therefore it can and must develop this type of work on the highest expert level.

- The available experience allows it to actively support (and sometimes initiate) Baltic and Lithuanian studies abroad.

- In expanding foreign relations, the Institute of the Lithuanian Language is gaining significance in the international system of science.

- The flexible internal management of the Institute of the Lithuanian Language promotes and facilitates interdisciplinary research.

3.4. The main **threats** of the Institute of the Lithuanian Language are as follows:

- The existing legal instability in the politics of science and the social insecurity.

- The strategy for the expansion of Lithuanian studies is not yet fully functional.

- The drop in the prestige of research work in the country.

- Only project funding can end the continuity of research in certain fields and the preparation of top scientists.

- The decrease in project funding (for instance, in 2017 the Lithuanian Science Council did not support any publications by the Institute of the Lithuanian Language).

- The poor IT infrastructure of the Institute of the Lithuanian Language that has been financially neglected for some time now.

- Scientists at the Institute of the Lithuanian Language do not always have a possibility to attend international conferences abroad, the Institute of the Lithuanian Language cannot always afford to fund such trips, and possibilities of funding from other institutions are limited.

STRATEGIC GOAL:

DEVELOPMENT AND DISSEMINATION OF RESEARCH AND APPLIED ACTIVITY OF THE LITHUANIAN LANGUAGE 01. 01

Effect criterion: the ratio of the effect of research and applied activity (the product of the mean of the ratios of the development of research and applied activity and the ratio of the dissemination thereof) reflecting the degree of balance in fundamental research and applied activity at the Institute of the Lithuanian Language and the publication of the outcomes thereof.

Assessment criterion code	Name and unit of measure of the criterion to measure the effect	2017	2018	2019	2020
E-01-01	1. Research and applied activity effect ratio.	1.02	1.02	1.02	1.02

PROGRAMMES TO IMPLEMENT THE STRATEGIC GOAL

DEVELOPMENT AND DISSEMINATION OF RESEARCH AND APPLIED ACTIVITY OF THE LITHUANIAN LANGUAGE (01.01)

Background of the programme
<p>The programme aims to implement the strategic objective of Developing Research of the Lithuanian Language and Ensuring its Dissemination. This activity is defined in the Articles of Association of the Institute of the Lithuanian Language. It is a long-term programme that is being carried out by the entire staff of the Institute of the Lithuanian Language, which is 66 scientists and other researchers. Once funding is established, the number of positions should go up as the science of the Lithuanian language is facing new challenges.</p> <p>As of August 2017, acting coordinator of the programme is Aurelija Tamulionienė, PhD, research secretary substituting assistant director for science, tel. (8 5) 234 71 94, e-mail aurelija.tamulioniene@lki.lt.</p>

The Institute of the Lithuanian Language has to create new knowledge of the history and functioning of the Lithuanian language in modern society to ensure the development of Lithuanian linguistics, strengthen the linguistic identity and the expansion of the national culture; ultimately ensure a global state-of-the-art level of fundamental and applied research of the Lithuanian language, compile databases and archives of national linguistic resources, develop products of fundamental and applied scientific activity, coordinate the dissemination of information about the Lithuanian language and its research. In the process of integrating into the multilingual European Union, the country has to ensure an adequate level of the science and functioning of the Lithuanian language, train top-level experts, compile and safeguard resources of the Lithuanian language comprising the linguistic and cultural heritage.

The Institute of the Lithuanian Language is the principal institution of Lithuanian linguistics with the biggest scientific potential, capable of applying state-of-the-art methods of compiling, processing, and researching linguistic data, and having the required conditions for fast advancement of the science of language, modern linguistic technology, and application of linguistics in the computer media. The Geo-linguistics Centre of the Institute of the Lithuanian Language engages in digitalising, compiling, and handling dialectal data and databases of linguistic resources. The following linguistic resources are managed here: the e-file of the academic Dictionary of the Lithuanian Language with a search engine, a database of old writings, a database of dialects, a database of the standard language, a database of synonyms, a database of synonyms of terms, a database titled The Terminological Synonymy of the Lithuania Language, a database titled The Databank of New Coinages, a language consultations bank, a database of foreign words, a digital file of modern usage, a computer database of language recommendations, a database of historical place-names, a database of modern place-names, a database of personal names. These bases constitute Lithuania's largest bank of linguistically defined language resources, a basis for fundamental and applied research and a basis for teaching humanities students and a source for the development of outcomes of scientific activities. The development of language means that there is a need for continued assessment of new phenomena and updates to the Dialectal Archive and the databases. The needs of the IT and knowledge society drive fast digitalisation thereof to guarantee online accessibility of linguistic resources.

The scientific journals published by the Institute of the Lithuanian Language have been uploaded to the Open Journal Systems (OJS) system. It is an international tool for the publishing of e-journals that facilitates communication of publishers and authors in the electronic space. OJS covers all stages of publishing the Institute's journals (from the review

of the manuscript to final publication). OJS enhances and improves access to journals published by the Institute of the Lithuanian Language and the outcomes of research; access online: <http://journals.lki.lt/index.php>.

Developing research of the Lithuanian language as ethnic identity is inseparable from educating the public. The society has to be aware of how the Lithuanian language is researched, of the outcomes and the significance of the studies. It is an important requisite of the linguistic identity and of general education and independent thought and self-awareness alike. The society needs to clearly see that the Institute of the Lithuanian Language is not a self-contained scientific institution, but rather a source of support, an institution that satisfies the society's most pressing needs for the knowledge and usage of language, publicises the latest results of fundamental and applied research, hosts seminars and other kinds of events for representatives of educational, scientific, and cultural institutions, university and school students, and coordinates the dissemination of information on research of the Lithuanian language in Lithuania and abroad.

(Annex 4)

Table 2. (2018–2020) programme goals, objectives, measures, and allocations.

Code of goal, objective, measure	Name of goal, objective, measures	Allocations for 2018 (EUR '000)				Expected allocations for 2019 (EUR '000)				Expected allocations for 2019 (EUR '000)				Interinstitutional action plan code, governmental priority code
		total	including		property acquisitions	total	including		property acquisitions	total	including		property acquisitions	
			expenses coverage	total			salaries	expenses coverage			total	salaries		
	Goal:													
1	Development and dissemination of research and applied activity of the Lithuanian language	1,078.0	1,078.0	755.0		1,078.0	1,078.0	755.0		1,078.0	1,078.0	755.0		
	Objective:													
1.01	Ensure top-level research and applied activity of the Lithuanian language	1,078.0	1,078.0	755.0		1,078.0	1,078.0	755.0		1,078.0	1,078.0	755.0		
	Measure:													
1.01.01	Develop fundamental and applied research of the Lithuanian language, train specialists in Lithuanian linguistics, administrate resources of the Lithuanian language, prepare and publish science dictionaries, encyclopaedias, linguistic sources	1,078.0	1,078.0	755.0		1,078.0	1,078.0	755.0		1,078.0	1,078.0	755.0		
	1. Total budget from the government of the Republic of Lithuania	1,078.0	1,078.0	755.0		1,078.0	1,078.0	755.0		1,078.0	1,078.0	755.0		
	including: 1.1. co-funding moneys	1,049.0	1,049.0	750.0		1,049.0	1,049.0	750.0		1,049.0	1,049.0	750.0		

(Annex 4)

1.2. moneys from the European Union and other international financial assistance													
1.3. targeted moneys and income contributions	29.0	29.0	5.0		29.5	29.0	5.0		29.0	29.0	5.0		
2. Other sources (European Union financial assistance for projects and other funds legally obtained)													
Total funding of the programme (1+2)	1,078.0	1,078.0	755.0		1,078.0	1,078.0	755.0		1,078.0	1,078.0	755.0		

1. $(n - 1)$ current year, (n) the first year of plan, $(n + 1)$ the second year of plan, and $(n + 2)$ the third year of plan.

2. The column *Code of goal, objective, measure* must contain the codes of programme goals, objectives, and measures.

3. The column *Name of goal, objective, measure* must contain the names of programme goals, objectives, and measures, to be listed consistently and in an order of priority.

4. If the institution is implementing measures of an interinstitutional action plan, the column *Name of goal, objective, measure* must specify the measure of the interinstitutional action plan as indicated in the interinstitutional action plan. This measure must have a strategic action plan measure code assigned to it in the column *Interinstitutional action plan code, governmental priority code*, stating the interinstitutional action plan code from the Ministry of Finance. Allocations for that measure of the interinstitutional action plan must be specified as well.

5. The column *Interinstitutional action plan code, governmental priority code* must contain the interinstitutional action plan code from the Ministry of Finance or governmental priority codes from the Prime Minister service. If the measure is an interinstitutional action plan measure and is related to a governmental priority, both codes must be stated.

6. The columns *Approved allocations for $(n - 1)$* must only be filled in for projects of the strategic action plan programme. With strategic action plans that are pending approval, this column shall be deleted from the table.

7. For the purposes of stating programme allocations by sources:

the line 1. *Total budget from the government of the Republic of Lithuania* must state allocations from the state budget, meaning that the total amount of the programmes must correspond to the allocations earmarked during the planning stage, and statutory allocations to the allocation manager once the law on budget is passed;

on the lines 1.1. *co-funding moneys* and 1.2. *moneys from the European Union and other international financial assistance*, funds must be specified by institutions administrating European Union financial assistance and institutions that use the (technical assistance) funds;

on the line 2. *Other sources (European Union financial assistance for projects and other funds legally obtained)*, funds must be specified by institutions that expect to receive moneys from institutions that administrate the assistance or from European Union institutions directly for the purposes of funding projects in progress (that have already been covered by agreements and allocation resolutions), or other moneys legally obtained.

(Annex 4)

Table 3. The criteria for the assessment of the outcomes and products, and their values.

Assessment criterion code	Assessment criterion name	Year 2017	Year 2018	Year 2019	Year 2020	Year (<i>n</i> + <i>x</i>)
	Programme 1, goal 1:					
R-01-01-01-01	1. Research development ratio	1.02	1.02	1.02	1.02	
R-01-01-01-02	2. Applied activity development ratio	1	1	1	1	
R-01-01-01-03	3. Research and applied activity dissemination ratio	1.02	1.02	1.02	1.02	
	Programme 1, goal 1, objective 1:					
P-01-01-01-01-01	1. Number of science articles published per researcher	1.3	1.3	1.3	1.3	
P-01-01-01-01-02	2. Number of author's sheets of collective capital works and dictionaries per researcher	2.10	2.10	2.10	2.10	
P-01-01-01-01-03	3. Number of science publications by the staff of the Institute of the Lithuanian Language	10	10	10	10	
	Programme 1, goal 1, objective 2:					
P-01-01-01-02-01	Number of doctoral students	13	13	13	13	
	Programme 1, goal 1, objective 3:					

(Annex 4)

Assessment criterion code	Assessment criterion name	Year 2017	Year 2018	Year 2019	Year 2020	Year (<i>n</i> + <i>x</i>)
P-01-01-01-03-01	1. Number of e-database under development	14	14	16	16	
E-01-1	Research and applied activity effect ratio	1.02	1.02	1.02	1.02	

1. The outcome criterion code consists of a hyphenated letter 'R', the programme code, the programme goal code, the outcome criterion number in ascending order, beginning with the digit '01'.

2. The product criterion code consists of a hyphenated letter 'R', the programme code, the programme goal code, the product criterion number in ascending order, beginning with the digit '01'.

3. The outcome and product assessment criteria that cannot be readily measured at the time of drafting a strategic action plan for discussion are to be specified at the time of revision of the draft strategic action plan based on the results of the discussions, subject to approval by the Prime Minister service.

(Annex 4)

Table 4. The number of positions by function groups in 2018.

No	Name of institution/establishment	Number of positions							Salary costs (EUR '000)	
		Managers and assistant managers of institution/establishment		Other linear managers and assistant managers		Specialists/officers with no subordinates, etc.		total		including public officials
		total	including public officials	total	including public officials	total	including public officials			
	The Institute of the Lithuanian Language									
.1	Funds from the state budget (1.1.1.1.1)	4		10		80		94		750.0
.2	Contributions from the income of budget institutions (1.4.1.1.1)									5.0
	Other entities, beneficiaries of budget moneys *									
	Total positions	4		10		80		94		755.0
	Total salary costs	64.9		157.2		532.9				755.0

Specify the planned number of positions (state politicians, public officers, prosecutors, judges, public officials (including public officials of political (persona) trust and statute public officials), soldiers, and contract employees) of budget institutions subordinate to allocation managers that will be maintained with salaries paid from the state budget and state monetary funds:

1. The column *Managers and assistant managers of institution/establishment* must specify the managers and assistant managers, CEOs, heads and assistant heads of departments (divisions) of institutions and establishments.

2. The column *Other linear managers and assistant managers* must specify managers of units, sub-units, their assistants, and other supervisors.

3. The column *Specialists/officers with no subordinates, etc.* must specify all positions that fall outside the manager group.

* The line *Other entities, beneficiaries of budget moneys* must specify entities under item 35 of the Methodology.

The table may be accompanied by clarifications regarding the number of positions, based on the operating specifics of institutions and establishments.

(Annex 4)

Table 5. Implementation of the provisions of the governmental programme through the strategic plan in 2017.

Governmental programme		Strategic action plan	
No	Name of provision	Name of objective/measure	Code
1	<p>Science and technology</p> <p>217. We will develop international centres of science, studies, and knowledge economy, accelerate the creation of the society of knowledge, and strengthen the long-term grounds of the Lithuanian economy's competitive advantages.</p> <p>Cultural policy</p> <p>242. We will protect and promulgate the uniqueness of the national culture considering the cultures of the EU and the world; develop the Lithuanian cultural policy model on the basis of the challenges of Lithuania's membership in the EU and the pressure from globalisation.</p>	Development and dissemination of research and applied activity of the Lithuanian language.	01

(Annex 4)

	<p>Science and technology</p> <p>216. We will inform the public of domestic scientific achievements and innovations, will try to engage the public in science and technology. We will promulgate the importance of innovation to the country's economy and the development of the society.</p> <p>217. We will develop international centres of science, studies, and knowledge economy, accelerate the creation of the society of knowledge, and strengthen the long-term grounds of the Lithuanian economy's competitive advantages.</p>	<p>Ensuring top-level research and applied activity of the Lithuanian language.</p>	<p>01.01</p>
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(Annex 4)

	<p>Science and technology</p> <p>216. We will inform the public of domestic scientific achievements and innovations, will try to engage the public in science and technology. We will promulgate the importance of innovation to the country's economy and the development of the society.</p> <p>217. We will develop international centres of science, studies, and knowledge economy, accelerate the creation of the society of knowledge, and strengthen the long-term grounds of the Lithuanian economy's competitive advantages.</p> <p>219. We will raise the number of doctoral students in the third-level programme of studies. We will seek that both national and foreign students are attracted. We will promote internship of doctoral graduates.</p>	<p>Development of fundamental and applied research of the Lithuanian language, training specialists in Lithuanian linguistics, administrating resources of the Lithuanian language, preparing and publishing science dictionaries, encyclopaedias, linguistic sources.</p>	<p>01.01. 01.</p>
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The column *Code* must contain the objective/measure code from the column *Code* of *Table 2. (2018–2020) programme goals, objectives, measures, and allocations.*

Annex 7
to the Methodology of Strategic Planning

(The assessment criterion technical annex form)
ASSESSMENT CRITERION TECHNICAL ANNEX

2018–2020

Name	Code
The Institute of the Lithuanian Language	90.900.1598
Developing research of the Lithuanian language and ensuring its dissemination	01
Research and applied activity effect ratio	E-01-1

1.	Definition	Research and applied activity effect ratio
2.	Is the assessment criterion new?	No.
3.	Basis for selection	It reflects the degree of balance in fundamental research and applied activity at the Institute of the Lithuanian Language and the publication of the outcomes thereof.
4.	Method of measurement	It is the product of the mean of the ratios of the development of research and applied activity and the ratio of the dissemination thereof. The target ratio for the reporting period is 1.02.
5.	Source of data	Institute of the Lithuanian Language department reports.
6.	Audit of data	No audit of data has been performed.
7.	Frequency of measurement	To be measured annually.
8.	Contact person in charge of the assessment criterion	Aurelija Tamulionienė, PhD, research secretary substituting for assistant director for science
9.	Other information on the reliability of the assessment criterion	-

Director

Professor Elena Jolanta Zabarskaitė, PhD