



LITHUANIAN UNIVERSITY
OF HEALTH SCIENCES

**LITHUANIAN UNIVERSITY OF
HEALTH SCIENCES GUIDELINES FOR
THE STRATEGIC DEVELOPMENT
2022—2026**

FOREWORD BY THE RECTOR OF THE UNIVERSITY



I am glad to present the Lithuanian University of Health Sciences – all of ours – guidelines for strategic development for the next five years. I sincerely believe that these Guidelines, to which the entire University community, social and economic partners have contributed will be the roadmap that will help us all make our vision – to become the leading European university of health sciences, a reality. The guidelines will navigate us all towards even greater focus, full cooperation, ensuring continuous renewal and the creation of new import in all major University activities. Our values are inseparable from respect for life, the operating principle on which the Guidelines and their implementation plan are based will, I believe, be a foundation of value for all of our planned work.

The guidelines are a "living" document that can and must change with both internal and external factors. Thanks to the initiatives that have already been shown, I would like us all to remain active members of the community of the Lithuanian University of Health Sciences, laying the foundations for the future, which, incidentally, is already on our doorstep.

Rector of LSMU Prof. *Rimantas Benetis*

VISION

A leading European university of health sciences for the prosperity of the society.

We will strive to make the University one of the top 701 in the world by the efforts of our entire community.

MISSION

To create, accumulate, systematise and disseminate scientific knowledge, the latest scientific and academic achievements, to teach and develop a creative, honest, enterprising, educated, healthy, independent and entrepreneurial personality, to foster democracy and welfare, a healthy and educated society. The exceptional role of LSMU in this education process is the pursuit of a healthy society that guarantees social and economic progress of the country, the civilizational identity of Lithuania, creation of the country's and the world's culture and traditions, their preservation and development. Animal health and welfare is an integral part of that ambition.

VALUES



STRATEGIC DEVELOPMENT OBJECTIVES

In order to successfully implement the University's Vision, four strategic **University's development objectives** are set for 2022–2026:

1. **A science-based healthcare system and sustainable technologies.**
2. **Competitive graduates and academic excellence.**
3. **A healthy person and a healthy animal.**
4. **A sustainable university.**

OPERATING PRINCIPLES

These goals and objectives set in these strategic development objectives will be implemented in accordance with **four general principles of operation**:

1. **internationality** – openness to the world and cooperation to increase research, quality of studies, promotion of innovations;
2. **creativity** – search for and application of innovative and most effective ways of working, competent cooperation between science and business, introduction of research results, new technologies to practice, the search for creative solutions for greater value and new quality in development of all of the University's activity areas;
3. **equal opportunities** – tolerance and respect, equal rights and opportunities for all in building the future the University, contributing to the prosperity of the city, the region and the country as a whole;
4. **sustainability** – environment of financial stability, well-being of students and staff, integral interaction of study, work and leisure quality.

AREAS OF ACTIVITY

In line with the above principles, objectives and targets are set in four **horizontal areas of activity**:

1. **community** – to mobilise employees of the highest competence, ensuring the conditions for the development of competencies, work, recreation and social activities;
2. **cooperation** – to strive for the progress of the University's activities by establishing sustainable and long-term local, national and international relations with educational and scientific institutions, healthcare institutions, national and international organisations, social partners, alumni, government representatives;
3. **infrastructure** – to ensure modern environmental conditions for employees and students by applying advanced information technology solutions;
4. **processes** – to ensure the stability of the University's activities and the efficiency, quality and control of decisions and processes.

THE MATRIX FOR GUIDELINES FOR STRATEGIC DEVELOPMENT

		MISSION					
		Internationality					
		A science-based healthcare system and sustainable technologies	Competitive graduates and academic excellence	A healthy person and a healthy animal	A sustainable university		
Harmony	COMMUNITY	High competence scientists and researchers	Talented students, competent and motivated academic staff	Healthy, creative, socially responsible University community	Friendly environment	Equal opportunities	
	COLLABORATION	Highest level scientific research and innovations	Science based education	One world one health	Strategic partnerships		
	INFRASTRUCTURE	A coherent and consistent innovation ecosystem	New quality and value of studies	Quality science and education practice bases	Modern infrastructure and IT solutions		
	PROCESSES	A coherent and consistent innovation ecosystem	Efficiency and experience	A unified system	Sustainable management and operation		
		Creativity					
		VALUES					

1. Strategic objective: A SCIENCE-BASED HEALTHCARE SYSTEM AND SUSTAINABLE TECHNOLOGIES

The attitude of the university – is that science and innovation are one of the most important engines of the state's progress. The University seeks to strengthen the resources and competencies of researchers through the identification and development of talent, the creation of conditions for research and careers, the promotion of cutting-edge research and innovation, and the creation of an integrated and coherent innovation ecosystem. The development of a business culture and more efficient governance of science – are prerequisites for achieving these goals.

STRATEGIC OBJECTIVE:

Carry out top-level fundamental and applied research and develop science-based technologies.

INDICATORS OF THE IMPACT OF THE STRATEGIC OBJECTIVE:

- Increase in the average number of citations of articles in Web of Science database publications:

2017–2021 **7.21** → 2026 **>8.29**

- Growth in knowledge and technology transfer revenues:

2017–2021 **840 Eur** → 2026 **>1345 Eur**

TASKS:

- Strengthen human resources and competencies to develop high-quality science and science-based technologies through talent identification and development, creating conditions enabling research activities and academic careers;
- To create a high level of scientific knowledge, to promote and develop the highest level of research and innovation that increases the competitiveness of the university;
- To create an integrated and consistent innovation ecosystem, to develop an entrepreneurial culture;
- Improve the coordination of science and innovation.

2. Strategic objective: COMPETITIVE GRADUATES AND ACADEMIC EXCELLENCE

New comprehensive aid instruments and programmes for entrants, students and lecturers should continue to encourage young people from various regions of Lithuania, as well as foreign countries, to choose studies at LSMU. By focusing on learning outcomes based on the acquisition of competencies, increasing the adaptation of students to changes in the environment, implementing new study programmes and / or forms, the University seeks to further increase the quality and value of studies. The renewal of the study and internship infrastructure required by the university is a prerequisite for maintaining competitiveness in the international space, attracting not only foreign students, but also lecturers and researchers of the highest competencies. Not only the development of practice bases is necessary, but also the renewal and development of the infrastructure of simulation, virtual studies and assessment of study results. Administration of study processes, monitoring of process efficiency, increase of administrative competencies are necessary to improve the study process itself.

STRATEGIC OBJECTIVE:

Prepare for success, ready the graduates for global challenges by creating a sustainable and attractive study and work environment in which lecturers who create new value work and develop.

INDICATORS OF THE IMPACT OF THE STRATEGIC OBJECTIVE:

- Employability of graduates in Lithuania 12 months post-graduation according to the acquired specialty or qualification:

2020 **81.3%** → 2026 **≥81.3%**

- Stable or improving positive opinion of graduates about the knowledge, skills and abilities acquired at the University:

2020 **90.1%** → 2026 **≥90.1%**

- Stable or improving positive opinion of employers on graduates' readiness for work:

2020 **92.5%** → 2026 **≥92.5%**

TASKS:

- To ensure the attraction of talented and motivated students and lecturers and their full well-being while studying and working at the University;
- To create a new quality and value of studies;
- To develop the concept of a virtual and open university;
- To increase the efficiency of the study process administration.

3. Strategic objective: A HEALTHY PERSON AND A HEALTHY ANIMAL

The health, its preservation and sustainability of the university staff and students, including mental health, remains a key priority. The academic community of the University will continue to be on the frontline of addressing human and animal health issues relevant to society as a whole. One of the most pressing issues is the development of multifaceted cooperation between the University and the University Hospitals. Ensuring animal health and welfare for the benefit of public health as a whole also remains a major concern.

STRATEGIC OBJECTIVE:

To purposefully use the concentrated potential of the University and hospitals to strengthen human and animal health and healthcare.

INDICATORS OF THE IMPACT OF THE STRATEGIC OBJECTIVE:

- Moderately decreasing number of sick days (0.2 days) per employee per year:

2017–2020
~6.21 days → 2026
~5.21 days

- Increasing (by 5% annually) the number of Lithuanian veterinarians improving their qualifications at LSMU:

2017–2020
~590 → 2026
~753

TASKS:

- To strengthen the health of University staff and students;
- To create and strengthen an organisational culture that improves physical and mental health and social well-being;
- To increase the contribution of the academic community to the strengthening of Lithuanian health;
- To develop opportunities for science and studies, healthcare activities in the University hospitals and other units of the University delivering healthcare services;
- To improve the provision of healthcare services at the Palanga Clinic of the Neuroscience Institute;
- To develop research and science-based specialised personal healthcare in the University's hospitals;
- To develop a responsible attitude towards animals and their role in society;
- Participate in the implementation of science-based guidelines for animal health, welfare and the green course;
- Promote leadership in specialised animal health.

4. Strategic objective: A SUSTAINABLE UNIVERSITY

The University pays constant attention to mobilising a community of members of the highest competence, creating a friendly environment and conditions for study, work and leisure, initiating and developing strategic partnerships and various advancement projects based on them, ensuring modern infrastructure and modern information technology solutions and efficient management and operational processes, financial stability, active communication. The sustainability of the University and the prospect of long-term progress certainly depend on all of these factors.

STRATEGIC OBJECTIVE:

To ensure the sustainability and long-term development of the University by improving strategic management.

INDICATORS OF THE IMPACT OF THE STRATEGIC OBJECTIVE:

- Increasing employee satisfaction;
- Increase in the share of direct appropriations of funds received from non-state sources:

2020 **62.73%** → 2026 **60.73 – 67.73%**

TASKS:

- Creating a system for the development of employees' competencies, which enables them to acquire and effectively apply the knowledge and skills required in their activities;
- Updating the procedures of salary, qualification and certification requirements, motivation system in order to retain the existing and attract new employees of the highest competence;
- Mobilising the University community by strengthening mutual relations between the community members;
- Initiating the establishment of strategic partnerships for the University and their development;
- Contributing to the sustainable development of the educational and cultural system;
- Continuing to develop physical infrastructure that meets modern requirements, applying environmentally friendly solutions;
- Preparing and beginning the implementation of promising strategic developments, important and other routine projects after securing funding;
- Continuing to develop the IT infrastructure that meets modern requirements which is required for studies, science and practice;
- Ensuring the economic (financial) sustainability of the University;
- Increasing the efficiency of management and operational processes;
- Optimising the structure of the University's departments in order to implement the University's strategic goals;
- Implementing the use of modern marketing and communication tools to increase the University's recognition and to form an image in Lithuania and around the world.



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