

APPROVED

By Resolution No 54-02 of 23 January

2015 of the Senate of Lithuanian

University of Health Sciences

CODE OF GOOD GOVERNANCE OF LITHUANIAN UNIVERSITY OF HEALTH SCIENCES

SECTION I. GENERAL PROVISIONS

1. The Code of Good Governance of Lithuanian University of Health Sciences (hereinafter referred to as the Code) shall establish the principles of governance to be observed by the Rector of Lithuanian University of Health Sciences (hereinafter referred to as the University), members of the Council, the Senate, and other collegial bodies, heads of departments, and other employees of the University who are entitled to give binding instructions to subordinate staff (hereinafter referred to as the Heads).

2. The principles of the Code shall be established to enhance the quality, efficiency and transparency of the governance of the University, guaranteeing the implementation of the mission, goals, and objectives set out in the Statute of the University.

3. For the purposes of this Code, governance shall be understood as decision-making of the heads or governing bodies empowered to do so in coordinating the activities of the University and the use of human, financial, technical, and other resources for those activities. Governance shall include decision-making related to planning, resource mobilisation, organisation, execution, accountability, and control.

4. Good governance must be:

4.1. Effective – governance must be designed to maximise the interests of the University; resources must be used rationally and results must be accountable;

4.2. Lawful (legitimate) – governance must be guided by the applicable law in force;

4.3. Transparent – in governance, it is mandatory:

4.3.1. To assess all the interests in a given issue;

4.3.2. To ensure sufficient publicity in the discussion and the decision-making process;

4.3.3. To prevent conflicts of interest or reasonable semblance of conflicts of interest.

SECTION II.

PRINCIPLES FOR THE SELECTION OF HEADS AND THE FORMATION OF COLLEGIAL BODIES

5. Governing bodies shall be formed and heads shall be selected in accordance with the procedures and requirements laid down by law, taking into account the general principles of staff selection: purposefulness, openness, transparency, impartiality, objectivity, equality, attraction of expertise, quality, respect for human dignity, and lifelong learning.
6. In order to guarantee the efficiency of governance, the attraction and development of expertise, depersonalised and rational management, the legislation of the state or of the University shall determine the term of office and the duration of the term of office of certain governing bodies or heads, and may set a maximum number of uninterrupted terms of office.
7. The skills and qualities required of heads:
 - 7.1. General skills and qualities:
 - 7.1.1. Responsibility;
 - 7.1.2. Logical thinking;
 - 7.1.3. Ability to discuss constructively;
 - 7.1.4. Tolerance;
 - 7.1.5. Flexibility;
 - 7.1.6. Strong interpersonal skills;
 - 7.1.7. High standards for oneself and others;
 - 7.1.8. High self-esteem;
 - 7.1.9. Leadership skills;
 - 7.1.10. Avoidance of conflicts of interest;
 - 7.1.11. Impeccable reputation (the relevant provisions of the Law of the Republic of Lithuania on the Civil Service shall apply *mutatis mutandis* in assessing whether a person's reputation is impeccable).
 - 7.2. Governance-related and special skills and qualities:
 - 7.2.1. Ability to plan and manage the behaviour of staff in a targeted way, to coordinate their efforts towards a common goal, and to create the best possible conditions to guarantee operational efficiency;
 - 7.2.2. Professional leadership (knowledge management);
 - 7.2.3. Understanding of the higher education system and its principles;
 - 7.2.4. Administrative skills;
 - 7.2.5. Understanding of human psychology and the psychology of team-work;
 - 7.2.6. Continuous professional development;

- 7.2.7. The balance of skills, abilities, competences, and personal qualities must be appropriate to the performance of the respective duties;
- 7.2.8. The person must have sufficient time and capacity to be a proactive head or serve on a collegial body.
8. The levels of heads (single-person) at the University:
- 8.1. The first-level head who makes strategic decisions and represents the University, assigning responsibility for the governance of specific units;
- 8.2. The second-level head who initiates strategic decisions, makes tactical decisions, and supervises lower-level heads;
- 8.3. The third-level head who initiates and implements decisions through a team of subordinate staff.
9. Collegial bodies shall be formed on the following principles:
- 9.1. Publicity – the rules and procedures for the formation of the body must be publicly available, so that interested parties receive this information and can participate in the relevant procedures or express their views and submit proposals, and the formation of the collegial body shall also be publicly announced;
- 9.2. Terms of office for members of collegial bodies shall be set (a maximum number of uninterrupted terms of office may also be set);
- 9.3. Collegial bodies shall be formed in such a way as to ensure that as many interest groups as possible are represented (primarily students, but also lecturers and researchers), to include a sufficient number of candidates from outside the University and independent of the University, and to guarantee diversity, equal opportunities, and parity;
- 9.4. The number of members of the collegial body must be such that the group is not dominated by any person or interest group, but the composition shall not be excessive.

SECTION III. DECISION-MAKING PRINCIPLES

10. Decisions shall be made in accordance with their consistency with the strategic objectives of the University and in accordance with the following principles:
- 10.1. The principle of clarity. Decisions shall be formulated in a clear manner that is as specific as possible, logical, concise, coherent, precise, transparent and unambiguous, indicating, wherever possible, the specific time limits for implementation, the persons responsible for implementation, and the staff or subdivisions responsible for monitoring implementation;
- 10.2. The principle of proportionality. Decisions shall be taken on the basis of a balance between the interests of all the groups concerned (students, staff, etc.) and the solution chosen must impose

the least possible administrative and other burdens and must not be more restrictive for the members of the community than is necessary to achieve the objectives pursued;

10.3. The principle of openness and transparency. Decisions taken shall be discussed openly, with full disclosure of the reasons for their adoption and the benefits to the University and its community;

10.4. The principle of publicity. Decisions shall be taken after deliberation by the collegial bodies of the University and the community of the University. The principle of publicity shall not apply where confidentiality is necessary to preserve personal privacy and trade secrecy. The principle of publicity shall be particularly important when major decisions are taken (e.g., amendments to the Statute, approval of new documents that affect most or all members of the community). Strategic decisions on the management of material resources, development, estimates of income and expenses, and reports on their implementation shall be discussed and approved by the collegial governing bodies;

10.5. The principle of purposefulness. The matter must be considered if it is not resolved or if there are sufficient grounds to change an existing decision, and decisions shall be considered by a collegial body that is competent and sufficient;

10.6. The principle of respect for the rights and freedoms of community members and others. The decision-making process, and, therefore, the decisions made, shall show respect for and do not infringe the rights and freedoms of members of the community and others;

10.7. The principle of financial reporting. The detailed financial performance of the University shall be made public and form an integral part of the annual activity report of the University;

10.8. The principle of balance of interests. Decisions shall be taken impartially and fairly, and in the event of a real or perceived conflict of interest, withdrawal shall be required;

10.9. The principle of operational efficiency. Decisions shall be aimed at expanding the University's sources of funding, attracting investment, diversifying risk, drawing up a full-cost budget, creating a motivational system, using material resources efficiently, and responding quickly to environmental and internal changes;

10.10. The systematic approach principle. Decisions shall take into account the importance of the decision for the integrity of the University and its community, and its usefulness for the systemic growth of the University, rather than the interests of small groups, in particular, the collective governing bodies that have delegated the individual;

10.11. The principle of legality. Activities shall be carried out in accordance with applicable laws, rules, procedures, and principles;

10.12. All decisions shall be taken in accordance with the protection of personal data, state,

patient, official, and commercial secrets, guaranteeing the confidentiality of appropriately classified information.

**SECTION IV.
PRINCIPLES OF DECISION ENFORCEMENT AND CONTROL**

11. Decisions must be implemented in such a way as not to distort the true intent of the decision, using as many resources as are optimally needed, without creating an excessive administrative burden.
12. There must be a specific implementer of each decision, responsible for its implementation and accountable for the results achieved.
13. Monitoring the implementation of decisions and reporting on the results achieved must not create an excessive administrative burden.
14. Once a decision has been taken, it must be implemented within the time limit laid down by law and the persons concerned must be notified.
15. Confidential information must be kept secret during the implementation process.
16. The person implementing the decision must report on the implementation (or non-implementation) of the decision to their supervisor who issued the task and monitors its implementation, and inform them of the progress and results obtained.

SECTION V. FINAL PROVISIONS

17. This Code and amendments thereto shall be approved by the Council of the University on the recommendation of the Rector and after consideration of the proposals of the Senate.