

**GUIDELINES FOR
THE STRATEGIC DEVELOPMENT
Lithuanian University of Health Sciences
Faculty of Veterinary Medicine
2022-2026**

MISSION

High-quality, innovative and nationally and internationally recognised veterinary and food studies, research and animal health care.

VISION

Creating a healthy and sustainable environment for animals and people, and building meaningful relationships with all stakeholders.

In pursuit of our vision and mission, we are guided by the Faculty's personal and community values of intellectual integrity, professionalism, innovation, commitment, accountability and striving for excellence.

To fulfil its Mission and Vision, the Faculty of Veterinary Medicine (FVM) will seek:

1. To ensure that the Faculty's study programmes meet the established quality requirements and will continuously strive for progress in the outcomes, the relationships we have and the services we provide;
2. To develop a highly qualified, well-educated, ethical, responsible and creative individual by providing the knowledge and professional skills to develop a comprehensive value system;
3. To develop research and research-based learning outcomes, foster responsibility, cooperation, respect and dignity;
4. To ensure that the competences acquired by trained veterinarians as well as food science and safety specialists meet their aspirations and expectations, and that their skills and services are trusted by society and the state;
5. To facilitate and promote the development of international specialised professional competence of teaching staff and veterinarians through information sharing, teamwork and international cooperation;
6. Internationalisation in study, research and practice;
7. To carry out the highest quality research-based practice in veterinary medicine as well as food science and safety;
8. To ensure access to research that meets high scientific standards;
9. To guarantee state-of-the-art quality and welfare of animal health care and to promote and disseminate empathy;
10. To collaborate with national and international partners to integrate scientific advances to improve the quality of studies and practical skills and to achieve competency-based outcomes;
11. To ensure the implementation of the concept of lifelong learning;
12. To contribute to the development and implementation of policies and strategies for the training of professionals in the field of animal health and welfare.

AIMS OF THE FACULTY OF VETERINARY MEDICINE

1. To carry out high-level fundamental and applied research and develop science-based technologies.
2. To prepare successful graduates ready for global challenges by creating a sustainable and attractive study and working environment with lecturers who create new value.
3. To apply the focused potential of the Faculty of Veterinary Medicine and animal clinics to enhance human and animal health and care
4. To ensure the sustainability and long-term development of the Faculty of Veterinary Medicine through the development of its infrastructure and the strengthening of its human resources potential.

SWOT ANALYZIS OF THE FACULTY OF VETERINARY MEDICINE 2022 -2026 m.

STRENGTHS

- Study programmes that are in demand and competitive in the market;
- The only Faculty in Lithuania training veterinarians;
- The Veterinary Science degree programme meets the requirements of EU Directives 2005/36/EU and 2013/55/EU;
- EAEVE approved Veterinary Science Programme
- Multi-directional cooperation between the FVM departments and academic staff;
- High employability of graduates (Lithuanians and foreigners);
- Strong research potential at national level in the FVM approved strategic research areas;
- International research in microbiology, virology, parasitology and food safety and quality;
- Easy access to research and learning resources in the University's library and information resources;
- The Large Animal Clinic is the only animal clinic of its kind in Lithuania providing comprehensive animal health care services and ensuring the acquisition of practical competences for VM students;
- Participation of the Centre for Animal Welfare of the FVM in the Baltic Region Animal Welfare Network, expert membership in the Animal Welfare Platform of the EU Commission, shaping the scientific approach to animal welfare and related activities in Lithuania;
- Close cooperation relations between the State Food and Veterinary Service, the Lithuanian Veterinary Association, the Veterinary Pharmaceutical Association, economic entities and other social partners;
- Integrated study, research and practice activities involving all students;
- Implementation of information technologies in studies, practice and assessment processes;
- A clear allocation of the Faculty's study funds to the departments;
- Updated clinical diagnostic equipment;
- Ensuring a biosafety culture at the FVM that meets international standards.

WEAKNESSES

- Low number of veterinarians with a European Specialist (EBVS) qualification in the Faculty;

- The infrastructure of the Animal Clinics of FVM is small and has not been sufficiently upgraded;
- High contact workload for lecturers;
- Incompletely standardized assessment system of Day One Skills of the programme of Veterinary Medicine;
- Lack of international cooperation and internationalisation;
- Insufficient development and leadership of Food Science and Veterinary Food Safety study programmes does not ensure their cost-effectiveness.

OPPORTUNITIES

- Attracting the brightest and most motivated graduates to pursue a career at the Faculty of Veterinary Medicine;
- Strengthening of international, internal and national cooperation;
- Development of strategic partnerships with leading veterinary medical and agricultural universities abroad;
- Development of cooperation with industry through joint projects focusing on food science, animal health and productivity and student internship;
- Development of a new veterinary hospital and infrastructure to ensure that study, research and practice priorities are met;
- Increased student involvement in the implementation of the FVM strategy.

THREATS

- Lack of funding to invite European Veterinary Specialists (EBVS) to teach at the FVM;
- Limited number of PhD places;
- Low salaries for veterinarians are inadequate and discourage graduates from pursuing academic, scientific and practical careers at the University;
- Protracted preparations and funding uncertainties are delaying the start of construction of the new Veterinary Hospital;
- Protracted renovation of the Large Animal Clinic;
- Changes in the demographic situation in Lithuania and the world, which may influence the decrease in the number of students at the FVM;
- Veterinary studies in English at universities in neighbouring countries and their expansion may reduce the number of foreigners applying to study;
- Insufficient financial capacity of economic and business partners to support fundamental and applied research;
- Increasingly competitive conditions with a rapidly growing private veterinary business attracting more and more patients;
- The affiliation of the Food Science programme to the field of Agriculture sciences inhibits the attractiveness of the programme among applicants.

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

Strategic objective: 1. Carry out high-level fundamental and applied research and develop science-based technologies.						
Indicator of the impact: 1-1. Increase in the average number of citations of articles in Web of Science database publications 20% for the period 2022-2026 compared to the period 2017-2021 (FVM – 2017-2020 – 0,22).						
Horizontal area: Community						
Tasks	Measures	Evaluation indicators	Results	Realization terms	Responsible persons	Executives
1.1. 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		1.1-1. Doctorate degree completion rate, %	Doctorate degree completion rate of not less than 75 % (2017-2021 – 70%)	Annually	Heads of FVM departments	Supervisors of PhD students
	1.1.1. Encouraging motivated students to carry out continuous research from first year to final thesis, %	1.1.1-1.-Number of students of the Faculty of Veterinary Medicine who have submitted applications to the fund established at LSMU to support the research of undergraduate, graduate, postgraduate and residency students	At least 6 applications have been submitted for research funding from students of the FVM.	Annually from 2023	Dean of FVM	Departments of FVM
		1.1.1-2. % of submitted applications supported by the LSMU fund for research support for undergraduate, graduate, postgraduate and residency students of the FVM	At least 30% of the students of the FVM who applied each year from 2023 onwards received funding (N/A., data are collected annually from 2023).	Annually	Heads of FVM departments	Academic staff of FVM
	1.1.2. Encouraging motivated students to undertake research.	1.1.2-1. Increase in the number of applications submitted to the Lithuanian Research Council to support student research and internships,	At least 4 applications submitted/accepted in the period between 2022 and 2026. (2017-2021 – 2 successful applications)	Annually	Heads of FVM departments	Researchers of FVM
		1.1.2-2. Number of final theses (undergraduate, graduate and postgraduate studies) with a topic that corresponds to the field of study and is related to the activities of the Centre of Practice and Experimentation.	Number of final theses (Veterinary Food Safety and Food Science first and second cycle studies and Veterinary Medicine integrated studies) prepared and defended at the Centre of Practice and Experimentation: 20 pieces during the period between 2022 and 2026. (N/A, data are collected annually from 2023)	Annually from 2023	Heads of FVM departments	Academic staff of FVM - Supervisors of Master thesis
	1.1.3. Strengthening research resources and	1.1.3-1. The number of foreign high-level scientists or PhD	At least 1 researcher or foreign PhD student at the FVM from 2022 to 2026	Annually	VF tarybos pirmininkas	Heads of FVM departments

	involving high-level researchers in the faculty's academic and scientific activities.	students working at the FVM under contract or studying at the PhD level at the FVM after the establishment and implementation of a system for attracting foreign university graduates and foreign nationals to study at the PhD level at LSMU.	(2017–2021 – 0)			
1.2. 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 faculty		1.2-1. Proportion of scientific publications in Clarivate Analytics Web of Science publications in the Q1 and Q2 quartiles as a proportion of all scientific publications in Clarivate Analytics Web of Science	Proportion of publications in Q1 and Q2 quartiles of all CA WOS scientific publications above 60 % during the period between 2022 and 2026 (2017–2020 – 59,67 %)	Annually	Dean of FVM	Heads of FVM departments Departments of FVM
		1.2-2. Number of scientific publications with at least one (the Centre of Practice and Experimentation and/or Baisiogala Centre of Animal Science (Institute of Animal Science)) and two departments.	At least 2 publications in the period between 2022 and 2026. (N/A)	Annually	Heads of FVM departments	Departments of FVM
		1.2-3. % of priority research topics generated in the Faculty's departments that include quality/leadership and are relevant to today's issues.	At least 80 % of the departments of the FVM have formulated priority research topics that include research quality/leadership (projects, publications, networking, competences) and that are relevant to today's issues in the department's areas of activity/teaching	2023	VF tarybos pirmininkas	Heads of FVM departments
	1.2.1. Developing competitive international projects and carrying out science and innovation projects	1.2.1-1. Number of competitive international projects and science and innovation projects	At least 2 international projects. To be assessed for the period between 2022 and 2026. (FVM 2017–2020 – 38,76 %)	2026	Heads of FVM departments	Researchers of FVM
	1.2.2. Developing collaboration with animal health and stockbreeding	1.2.2-1. Number of innovations and technologies tested	Number of innovations and technologies tested at the FVM - at least 2 during the period between 2022 and 2026 (VA+GI: 2017-2021 – 5)	2026	Heads of FVM departments	Departments of FVM

	institutions to test innovations and technologies in clinical and production settings	1.2.2-2. Number of research, experimental development and innovation (R&D&I) project applications involving the Centre of Practice and Experimentation and/or Baisiogala Centre of Animal Science (Institute of Animal Science) and a FVM departments	Number of R&D&I project applications prepared in the departments of the FVM with the participation of the Centre of Practice and Experimentation and/or Baisiogala Centre of Animal Science (Institute of Animal Science): 5 units in the period between 2023 and 2026	Annually from 2023	Heads of FVM departments	Departments of FVM
	1.2.3 Stiprinti lyderystę, diegti žinias, atliepant gyvulininkystės sektoriaus iššūkius	1.2.3-1. Collaborative events (conferences, seminars, outdoor days) between the FVM, the Centre of Practice and Experimentation or Baisiogala Centre of Animal Science (Institute of Animal Science)	Collaborative events (conferences, seminars, outdoor days, etc.) between the FVM, the Centre of Practice and Experimentation or Baisiogala Centre of Animal Science (Institute of Animal Science) 5 events during the period between 2022 and 2026	Annually	VF, PMBC ir/ar BGC (GI) padalinių vadovai	Departments of FVM
		1.2.3-2. R&D&I outsourcing contracts carried out in cooperation with farms	R&D&I outsourcing contracts in cooperation with the Centre of Practice and Experimentation or Baisiogala Centre of Animal Science (Institute of Animal Science): 2 in the period between 2022 and 2026 (FVM – 2018 – 2020 – 0)	Annually	VF, PMBC ir/ar BGC (GI) padalinių vadovai	Departments of FVM
Horizontal area: Processes						
1.3. Improve the coordination of science and innovation	1.3.1. Developing the University's research base, ensuring optimal use of infrastructural resources	1.3.1-1 Provision of information from the FVM to LSMU in the process of developing an expensive scientific equipment usage accounting. Yes/no.	Involvement of members of the academic community of the FVM in the provision of information and in the implementation of a functioning inventory of the use of expensive scientific equipment.	2023	Dean of FVM	Heads of FVM departments

2 Strategic direction: COMPETITIVE GRADUATES AND ACADEMIC EXCELLENCE

Strategic objective: 1. To prepare successful graduates ready for global challenges by creating a sustainable and attractive study and working environment with lecturers who create new value.

Indicators of the Impact:

2.-1. Employability of graduates in Lithuania 12 months post-graduation according to the acquired specialty or qualification – (Employability of graduates of FVM: 2021-78,53%; VM-92,56; FS-57,89, VFS-8,08)

2.-2. Stable or improving positive opinion of graduates about the knowledge, skills and abilities acquired at the Faculty (Positive opinion 2021- 76,47 proc. VF absolventų: VM-71,87; MM-71,42, VMS-80,0)

2.-3. Stable or improving positive opinion of employers on graduates' readiness for work (FVM 2020 m. positive opinion 73,13% of employers: VM-71,5, FS/VFS-90,9)

Horizontal area: Community

Tasks	Measures	Evaluation indicators	Results	Realization terms	Responsible persons	Executives
2.1. To ensure the attraction of talented and motivated students and lecturers and their full well-being while studying and working at the Faculty		2.1.-1. Ratio (%) of the number of students who have been accepted to the FVM with a competition score higher than 7 to the total number of students accepted	At least 85 % of all students entered in the first year of the FVM enter with a pass mark of more than 7 (FVM 2021: 84,1 %)	Annually	Dean of FVM	Student Admission Commission of LSMU
		2.1.-2. Those invited to study at the FVM indicate the study programmes as their first choice	At least 73 % of those invited to study at the FVM indicate it as their first choice (FVM 2021: 71 %)	Annually	Dean of FVM	Departments of FVM
		2.1.-3. Percentage (%) of students of the FVM who have a positive perception of the study environment of the total number of students of the FVM <i>Surveys carried out by the Study Centre and Quality Centre</i>	At least 70 % of students at the FVM have a positive perception of their study environment	Annually from 2022	Dean of FVM	Study Center, Career Center, Study Program Committees of FVM Departments of FVM
		2.1.-4. Percentage (%) of lecturers at the FVM who have a positive perception of the study and working environment	At least 80 % of lecturers have a positive perception of their study and working environment	Annually from 2022	Dean of FVM	Heads of FVM departments Central survey
	2.1.1. Organizing meetings between the administration of the FVM and students to discuss problems that arise	2.1.1.-1. Number of meetings with students per year	At least twice a year	Annually	Dean of FVM	Vice-deans of FVM Coordinator of International Student, Chairs of Study Program Committees of FVM

2.1.2. Participation in the organization of the FVM Open Days events.	2.1.2.-1. Number of students admitted to the Veterinary Medicine Integrated Study Programme	Stable or increasing percentage change in the number of students accepted (+0-10%) (<i>120 LT+30 EN accepted in the first year of the Veterinary Faculty in 2021</i>)	Annually	Chairs of Study Program Committees of FVM	Student Admission Commission of LSMU Vice-deans of FVM
	2.1.2.-2. Number of students accepted to Food Science and Veterinary Food Safety undergraduate and graduate programmes	Stable or increasing percentage change in the number of students accepted (+0-10%) (<i>2021 the number of students accepted to the first year of the FVM: Veterinary Food Safety / Master's of Veterinary Food Safety 9/28; Food Science/Master's of Food Science - 17/7</i>)	Annually	Head of FSQD	Student Admission Commission of LSMU Chairs and commissions of Study Program Committees of FVM
2.1.3. Ensuring the provision of information to first year students at the Faculty of Veterinary Medicine	2.1.3.-1. % of all first year students at the FVM who have a positive opinion of the Faculty's provision of timely study information. <i>Surveys carried out centrally by the Study Centre of Quality Centre</i>	At least 75 % of first year students rate the provision of information at the FVM positively. (N/A)	Annually	Dean of FVM	Chairs and commissions of Study Program Committees of FVM Vice deans of FVM Administrators of Deans Office Support staff of Studies, Curators
2.1.4. Strengthening cooperation with schools and reducing social and regional exclusion	2.1.4.-1. Reducing social exclusion by attracting students from the country's regional cities to study, %	2 % annual increase in the number of students from regions of the country studying at the FVM (<i>61.6 % of students from regions of the country were accepted to the FVM in 2021</i>)	Annually	Vice-deans of FVM	Student Admission Commission of LSMU Study Program Committees, Departments of FVM
	2.1.4.-2. Number of meetings with schools and colleges attended by lecturers of the FVM.	Steady or increasing number of meetings with schools and college alumni (<i>20 meetings on average during 2020–2021</i>)			
	2.1.4.-3. Number of press publications of the FVM integrated, undergraduate and graduate programmes.	Steady or increasing publicity in the regional press at least 4 times a year (<i>2021 – 2 times</i>)			
2.1.5. Providing an attractive and lifelong learning environment for lecturers	2.1.5.-1. Improving the competences of mentors responsible for student internships	Increasing number (at least 30 %) of internship supervisors (mentors) of the FVM study programmes who have improved their competences in educational areas: teaching, assessing, etc. (<i>2019–2021 Veterinary Medicine indicator 25 %</i>).	Annually	Dean of FVM	Practice Coordinators Chairs of Study Program Committees of FVM

	2.1.6. Strengthening student-centred learning	2.1.6-1. Faculty of Veterinary Medicine's implementation of adaptations for students with individual needs and/or disabilities, %	Annual improvement in the perception (N/A) of students with individual needs and/or disabilities, first survey planned in 2023	Annually from 2023	Dean of FVM	Coordinating Commission for Students with Disabilities Vice-deans of FVM Coordinator of International Student Departments of FVM
		2.1.6.-2. Adaptation of the developed electronic practical skills (clinical rotation) logbook for Veterinary Medicine students	Fully adapted electronic practical skills (clinical rotation) logbook developed for Veterinary Medicine students	2023 (<i>adjusted and improved regularly</i>)	Chair of VM Study Program Committee	Practice Coordinators Career Center
		2.1.6.-3. Analysis of the ratio (%) of on-time graduates with the number of students accepted by study degree level	At least 80 % of enrolled students graduate on time (<i>79.4 % in the FVM in 2021</i>)	Annually	Dean of FVM	Study Program Committees of FVM Departments of FVM
		2.1.6-4. Percentage of students who dropped out of the FVM out of the total number of students enrolled at the FVM and analysis of reasons.	No more than 10 % of the total number of students enrolled at the FVM as a percentage of the total number of students enrolled at the FVM (<i>the number of students leaving the FVM in 2021 is 4.11%</i>)	Annually	Dean of FVM	Vice-deans of FVM Study Program Committees of FVM
Horizontal area: Cooperation						
2.2. To create a new quality and value of studies		2.2.-1. Increase in the ratio of foreign lecturers to Faculty of Veterinary Medicine lecturers.	At least 7 % of the total number of lecturers (FTE) at the FVM by 2026 (including those participating in the Erasmus exchange programme) <i>5 % in the FVM in 2018-2021</i>	Annually	Dean of FVM	Heads of FVM departments
		2.2.-2. Number of employment contracts concluded with foreign lecturers.	At least 2 foreign lecturers will have an employment contract during the period between 2022 and 2026. (<i>2017-2021 -1</i>)			
	2.2.1. Reviewing and updating study programme descriptions in compliance with international and national regulations	2.2.1-1. Number of study programmes accredited for the maximum period	At least 3 study programmes of the FVM accredited for a maximum term	Annually	Dean of FVM	Study Program Committees of FVM
		From which: 2.2.1-1.2. International (EAEVE) Planned Accreditation of the Veterinary Medicine Study Programme	EAEVE accredited Veterinary Medicine study programme (<i>Accredited in 2019</i>)	2024	Dean of FVM	Working group of self-analysis (VM), VM Study Program Committee Departments of FVM
		2.2.1-1.2. Planned accreditation of veterinary studies (Study Quality Evaluation Centre)	Veterinary Medicine programme accredited by the Study Quality Evaluation Centre for the maximum term	2023	Dean of FVM	Chair and commission of Study Program Committee of VM Departments of FVM

			<i>(Accredited for the maximum period in 2011)</i>			
	2.2.1-1.3. Planned accreditation of the Food study area of the Agriculture study field (Study Quality Evaluation Centre (SKVC))	The Food study area (Food Science programme) of the group of Agriculture study fields is accredited for the maximum term <i>(Programme of Food Science was accredited for 3 years in 2013)</i>	2022	Dean of FVM	MM Study Program Committee Working group of self-analysis (FS) Departments of FVM	
	2.2.1-1.4. International Accreditation of Food Science degree programmes (ISEKI). Preparation and submission of the self-evaluation report (SER)	Food Science study programme accredited by the ISEKI <i>(not evaluated)</i>	2024	MM SPK pirmininkas	MM Study Program Committee Head and Academic Staff of FSQD	
	2.2.1-1.5. Health Sciences study field, planned Accreditation of Public Health study area (SKVC)	Accredited for the maximum term in the Health Sciences study field, Public Health study area (Veterinary Food Safety study programme) <i>(Accredited in 2014)</i>	2024	VMS SPK pirmininkas	Working group of self-analysis (VFS) VMS Study Program Committee MSKK katedra	
	2.2.1-2. Developing horizontal and vertical integration of pre-clinical and clinical study programme subjects in Veterinary Medicine.	Overlapping and redundant curriculum areas identified; Reduced the number of contact hours; Further deployment of innovative and creative teaching and assessment methods to enable competency-based outcomes at least 30 % <i>(2017-2020 at the FVM – 25.5%). (Implementation starts in the plans for 2022-2023). Fully integrated programme for 2026</i>	Annually from 2023	Chair of Study Program Committees of VM	VM Study Program Committee Heads and Academic Staff of Departments involved in teaching of VM	
2.2.2. Introducing a competency-based, tiered model for Veterinary Medical Studies	2.2.2-1. Implementation of a structured assessment system in the Veterinary Medicine Integrated Study Programme.	A structured assessment system approved by the Council of the FVM is introduced in the Veterinary Medicine Integrated Study Programme.	2025 m.	Dean of FVM	VM Study Program Committee Departments of FVM VF taryba	
	2.2.2-2. Development and implementation of the description of tiered competences (OSKE mid-term examination) in the Veterinary Medicine Integrated Study Plan.	The description of the OSKE midterm examination has been approved by the Council of the FVM and is included in the curriculum plan of the Veterinary Medicine Integrated Study Plan.	From 2024-2025 study year	Vice-dean	Heads and Staff of Animal Clinics of FVM clinics Head of VM Skills Center Chair of VM Study Program Committee	
	2.2.2-3. Lecturers' perceptions of tiered administration of the	At least 70 % of the total number of academic staff of the FVM have a positive perception of the process of	Annually from 2024-	Vice-deans of FVM	VM Study Program Committee	

		competency-based study model, %	implementing the tiered competency-based study model	2025 study year		Innovative Education Department of LSMU
		2.2.2-4. Students' perception of the administration of the tiered competency-based study model, %	At least 70 % of the total number of Veterinary Medicine students participating in the processes of the tiered competency-based learning model are positive	Annually from 2024-2025 study year	Vice-deans of FVM	VM Study Program Committee Innovative Education Department of LSMU
2.2.3. Developing internationalisation of studies: working with the TRSC to maximise mobility agreements with the EU's leading universities in Veterinary Medicine and Food Studies, by promoting the Faculty of Veterinary Medicine programmes, organising student recruitment, and providing flexible individual timetables for outgoing and incoming students.		2.2.3-1. Number of foreign students coming to the FVM for part-time studies	3 % of the total number of incoming exchange students at the FVM in 2026 (<i>FVM: 1.8 % of incoming students in 2021</i>)	Annually	Chairs of Study Program Committees of FVM	Heads of FVM departments Academic Staff Coordinator of International Student, International Relations and Study Center
		2.2.3-2. Number of students from the FVM who went on part-time studies	2 % annual increase in the number of Veterinary Faculty students leaving out of the total number of Veterinary Faculty students (<i>5 % of the total number of Veterinary Faculty students leaving in 2021</i>).	Annually	Vice-dean	Coordinator of International Student International Relations and Study Center
		2.2.3-3. Number of international mobility of FVM lecturers	At least 20% of the total FTE academic staff of the FVM in terms of annual departures <i>FVM: 18.6% – 2019; 11.33% – 2021, % of FTE</i>	Annually	Dean of FVM	Heads of FVM departments Departments of FVM Study Program Committees of FVM, International Relations and Study Center
		2.2.3-4. Number of faculty members involved in international initiatives and collaborations of lecturers and researchers	At least 1 contract for international initiatives and collaborations of lecturers/researchers with Veterinary Universities/Institutions in Europe or other countries signed at the FVM in 2022-2026.	2026	Chair of Council of FVM	Council of FVM Heads of FVM departments Departments of FVM
2.2.4. Participation in the creation and implementation of a micro-credentialing system	2.2.4-1. Number of existing and new specialisation programmes, and participation in their implementation, following the establishment of a micro-credentialing system at LSMU	Development and implementation of a new micro-credentialing specialisation/development/requalification on study programme in the field of food science and safety and quality	2026	Head of FSQ Department	Study Program Committees of VFS and FS Department of FSQ Departments of FVM Deans Office	
2.2.5. Improving plagiarism prevention	2.2.5-1. Plagiarism detection checking of final theses in the FVM study programmes, %	All uploaded (100%) final theses of the FVM study programmes are checked by plagiarism detection software	Annually	Vice-dean	Departments of FVM Library and Information Center	
2.2.6. Ensuring the most appropriate conditions for	2.2.6-1. Number of students of the FVM developing the required	At least 300 students of the FVM developing compulsory practical skills	Annually from 2023	Dean of FVM	VM Study Program Committee;	

	study activities and the acquisition of excellence by expanding study activities at the Centre of Practice and Experimentation	practical skills in the Centre of Practice and Experimentation	at the Centre of Practice and Experimentation each year, ensuring a 5% growth each year through the renovation of the farm units.			Units of FVM and FAS in which practical skills related to production animals are developed; Supervisors of Practices, Director of LSMU Center of Practice and Experimentation
		2.2.6-2. Average time spent by student at the Centre of Practice and Experimentation, academic hours	At least 6 academic hours per year for 2–5-year Veterinary Medicine students at the Centre of Practice and Experimentation, through study activities (practical skills, clinical rotations, etc.)	Annually	Chair of VM Study Program Committee	Units of FVM and FAS Director of LSMU Center of Practice and Experimentation
Horizontal area: Infrastructure						
2.3. To develop the concept of a virtual and open university		2.3-1. Proportion of <i>Open Access</i> study materials produced by faculty lecturers out of total study materials	The proportion of study materials (study teaching materials, educational books, textbooks) produced by the faculty’s lecturers with the <i>Open Access</i> label in the total number of study materials is increasing year by year. By 2026 a total of 45% (<i>FVM– 2017-2020 - 40.6%</i>)	Annually	Heads of FVM departments	Academic Staff of FVM Library and Information Center Communications Department
		2.3-2. Proportion of final theses with <i>Open Access</i> marks in the total number of final theses by students of the faculty	Year on year, the proportion of final theses with Open Access marks in the total number of final theses of students at the FVM is increasing. 100 % by 2026	Annually	Heads of FVM departments	Supervisors of Master Thesis Library and Information Center Communications Department
	2.3.1. Development of imitation and simulation training systems	2.3.1-1. Addition and modernisation of simulation equipment at the FVM according to the needs of the modernised study programmes of the FVM: approved development plan, number of equipment.	A development and demand plan has been prepared and approved by the Council of the FVM and a justification has been submitted to the LSMU administration.	2022	Head of Skills Center of VM	Council of FVM
			Simulation equipment modernized and supplemented with new multimedia and digital programs in accordance with the needs plan approved by the FVM study programmes (<i>2022 EAEVE expert guidance</i>)	2026		

		2.3.1-2. Ratio (%) of the number of courses/modules in which simulation training systems have been introduced and used to the total number of courses in the programme	Increasing the use of simulation training systems in the Veterinary Medicine curriculum by at least 10% annually, with the addition of the Veterinary Medicine Skills Centre equipment and the recruitment of at least 4 additional staff at the Veterinary Medicine Skills Centre (<i>Veterinary Medicine – 2020-2021 data: 2.09%, 1 staff member</i>).	Annually	Dean of FVM	Heads of FVM departments Study Program Committees of FVM Departments of FVM
Horizontal area: Processes						
2.4. To increase the efficiency of the study process administration	2.4.1. Strengthening a unified and efficient study planning system	2.4.1-1. Number of study subjects/modules for several different study programmes	Number of subjects/modules at the FVM by 2026 at least 5% of which can be studied by students from different study programmes (2021 - 0%)	2026	Dean of FVM	Chairs of Study Program Committees of VFS and FS Study Program Committees of VFS and FS Departments of FVM
		2.4.1-2. Updating and simplifying the planning and management of the study process	Detailed analysis of the implementation strategy for the Veterinary Medicine Programme and development of a reduction strategy for faculty contact workload	2023	Dean of FVM	VM SPK Vice-deans of FVM Heads and Academic staff of FVM departments
	2.4.2. Expansion of the Faculty of Veterinary Medicine's Student Internship Management System	2.4.2-1. Transfer of the internship administration of the study programmes of the FVM to an electronic system	The administration of all internships in the FVM programmes has been moved to the e-system. <i>FVM - 2021 - 6 out of 11 existing internships transferred</i>	2024	Chairs of Study Program Program Committees of FVM	Coordinators of Practices Departments of FVM, atsakingi už praktikas
	2.4.3. Implementation of a qualification development and evaluation system for study administrators and service staff of the FVM	2.4.3-1. % of study administrators and service staff at the FVM who have improved their qualifications out of all	100% of the administrators and service staff working at the FVM in the period 2022-2026 have received further training and evaluation in accordance with the current procedures at LSMU.	Annually	Heads of Departments of FVM	Study Administrators Innovative Education Department

3 Strategic direction: A HEALTHY PERSON AND A HEALTHY ANIMAL

Strategic objective: 3. To purposefully use the concentrated potential of the Faculty of Veterinary Medicine and Animal Clinics to strengthen human and animal health and healthcare.						
Indicators of the Impact:						
3-1. Increasing (by 5% annually) the number of Lithuanian veterinarians improving their qualifications at trainings organized by FVM (Number of veterinarians – in average of 150 veterinarians annually in 2017-2020)						
3-2. Steady or increasing number of expert services and consultations provided in line with the guidelines for the science-based knowledge of animal health, welfare and green course (the average of 2017-2020 - 11 services per year)						
Tasks	Measures	Evaluation indicators	Results	Tasks	Measures	Evaluation indicators
Tasks						
3.1. To strengthen the health of Faculty staff and students	3.1.1. Providing appropriate infrastructural and organisational conditions for staff and student nutrition	3.1.1-1. Implementation of lunch breaks for students (stepwise)	At least 30% of study timetables will be updated to allow proper nutrition for students in the FVM study programmes by 2026	2026	Chairs of Study Program Committees of FVM	Study Center Study Program Committees of FVM
	3.1.2. Ensuring the health care of workers' pets by increasing accessibility and information spread	3.1.2-1. Number of animal health services provided to staff pets	Number of animal health services provided to staff pets (N/A)	Annually from 2022	Heads of Large Animal Clinic and Dr. L. Kriaučeliūno Small Animal Clinic of FVM	Large Animal Clinic and Dr. L. Kriaučeliūno Small Animal Clinic of FVM
HEALTHY ANIMAL						
Horizontal area: Community						
3.2. To develop a responsible attitude towards animals and their role in society		3.2-1. Number of public education and information events and information spread measures organized	Constant or increasing number of events (2017 - 2020 average: 3 events per year)	Annually	Dean of FVM	Departments of FVM Center of Animal Welfare of FVM Museum of VA
	3.2.1. Informing the public about contemporary perspectives on animals and their importance to society	3.2.1-1. Number of events on animal welfare themes	Constant or increasing number of events organised annually on animal welfare themes (seminars, lectures, discussions, exhibitions, etc.) (2020 - 2)	Annually	Head of Center of Animal Welfare of FVM	Departments of FVM Center of Animal Welfare of FVM Museum of VA
	3.2.2. Development of activities to promote the rational use of	3.2.2-1. Number of events to promote the rational use of antimicrobials	Constant or increasing number of events and activities (2020 - 3 events)	Annually	Head of Institute of Microbiology	Departments of FVM Coordinator of postgraduate studies

	antimicrobials and the reduction of resistance				and Virology of FVM	
		3.2.2-2. Number of bacteriological tests and antibioticograms for rational use of antimicrobials	At least 80 focused bacteriological tests and antibiograms in the animal clinics of the FVM to reduce the use of antimicrobials. <i>N/A, antibiograms accounting at the FVM is implemented since 2022</i>	Annually	Heads of Animal Clinics of FVM	Large Animal Clinic and Dr. L. Kriaučeliūno Small Animal Clinic Institute of Microbiology and Virology of FVM
	3.2.3. Development and establishment of a functional Zoonoses Research Centre	3.2.3-1. Establishment of a functional Zoonoses Research Centre	Establishment of a functional Zoonoses Research Centre and approval by the Senate of the Centre's Statutes	2022	Head of Institute of Microbiology and Virology of FVM	Departments of FVM working in the field of zoonoses
		3.2.3-2. Development of the functional Zoonoses Research Centre	Number of project applications prepared and submitted, with at least 4 applications up to 2026 with a registration number or other validation.	Annually from 2023	Head of Institute of Microbiology and Virology of FVM	Zoonoses Research Center Departments of FVM working in the field of zoonoses
3.2.3-3. Number of international thematic events/conferences organized		At least 2 events/conferences on zoonoses to be organized during the period between 2023 and 2026	Annually from 2023	Head of Institute of Microbiology and Virology of FVM	Zoonoses Research Center Departments of FVM, dirbantys zoonozijų srityje	
Horizontal area: Cooperation						
3.3. Participate in the implementation of science-based guidelines for animal health, welfare and the green course		3.3-1. Number of expert services and consultations	Consistent or increasing number of expert services and consultations provided in line with science-based guidelines for animal health, welfare and the Green Deal (<i>2017-2020 average of 11 services per year</i>)	Annually	Heads of FVM departments	Departments of FVM
	3.3.1. Developing cooperation with authorities responsible for animal health and welfare	3.3.1-1. Number of participants in the preparation of documents governing the implementation of animal health and welfare	Constant or increasing number of proposals made by the FVM in the development of legislation and recommendations over the period of 2022-2026 (<i>FVM 2017-2020 - 2 proposals</i>).	Annually	Heads of FVM departments	VA padaliniai
		3.3.1-2. Number of staff members in working groups and expert groups of international organizations	Increasing number of staff members in international organizations, working parties and expert groups (<i>2021 - 27</i>)	Annually	Heads of FVM departments	VF darbuotojai

	3.3.2. Engagement with the Green Deal objectives	3.3.2-1. Number of Green Deal compliant and environmentally friendly solutions provided	Increasing number of solutions proposed by the FVM staff applied to stockbreeding farms (1 at the FVM over the 2019-2021 period)	Annually	Heads of FVM departments	Departments of FVM, LSMU Center of Practice and Experimentation
Horizontal area: Processes						
3.4. Promote leadership in specialised animal health		3.4-1. Number of new diagnostic and treatment services provided by the Faculty of Veterinary Medicine's Large Animal Clinic and Dr L. Kriaučeliūnas Small Animal Clinics following the acquisition of new equipment	At least 10% annual increase in the number of new diagnostic and therapeutic services provided in the FVM's animal clinics as a result of the acquisition of new equipment, compared to the previous year (2017 - 2020 overall average: 20 services per year)	Annually	Heads of Large Animal Clinic and Dr. L. Kriaučeliūno Small Animal Clinic	Large Animal Clinic and Dr. L. Kriaučeliūno Small Animal Clinic
	3.4.1. Establishing a service system for neurology	3.4.1-1. Number of services provided in neurology using the MRI system	Increasing or stable (10% annually) number of neurological services provided to patients using the MRI system (no data available, service started in 09/2021)	Annually	Head of Dr. L. Kriaučeliūno Small Animal Clinic	Dr. L. Kriaučeliūno Small Animal Clinic
		3.4.1-2. Number of other (non-neurology) services provided using the MRI system	Increasing number of MRI services provided (5% annually) (no data available, service started from 09/2021)	Annually	Head of Dr. L. Kriaučeliūno Small Animal Clinic	Staff of Dr. L. Kriaučeliūno Small Animal Clinic
	3.4.2. Development of horse rehabilitation services	3.4.2-1. Number of rehabilitation services provided to horses	At least 5% annual increase in the number of rehabilitation services for horses (2020 - 56 services)	Annually	Head of Large Animal Clinic of FVM	Large Animal Clinic of FVM
	3.4.3. Ensuring and developing the use of patient and animal diversity in studies	3.4.3-1. Increase in the number of patients per species (dogs, cats, cattle, sheep, etc.)	At least 5% annual increase in the number of different species treated. 2020 indicators: Dogs - 7073, cats - 2219, other (exotic) - 523, cattle - 26150, horses - 654, other animals - 589	Annually	Dean of FVM	Heads and staff of Animal Clinics of FVM
		3.4-3-2 Numbers of animals, materials of animal origin and animal carcasses used for pre-clinical and clinical studies in Veterinary Medicine	At least 5% annual increase in the number of animals, materials of animal origin and animal carcasses used for Veterinary Medicine studies compared to the 2017-19 ESEVT data (to be completed in the indicator table)	Annually	Vice-dean	Accountants of all units using animals, materials of animal origin and carcasses used for VM studies

	3.4.4. Attracting and encouraging promising veterinarians to work in the animal clinics of the Faculty of Veterinary, Veterinary Academy	3.4.4-1. Establishment of a procedure for assessing and promoting the qualifications of veterinarians	Procedures for the evaluation and promotion of the qualifications of veterinarians approved by the Senate	2022	Dean of FVM	Council of FVM Heads of Large Animal Clinic and Dr. L. Kriaučeliūno Small Animal Clinic
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4. Strategic direction: A SUSTAINABLE FACULTY

Strategic objective: 4. To ensure the sustainability and long-term development of the Faculty of Veterinary Medicine through the development of its infrastructure and the strengthening of its human resources potential.

Indicators of the Impact:

4-1. Increasing employee satisfaction (No data, evaluation starts in 2022)

4-2. The existing and new infrastructure guaranteeing the activities of the Faculty was renewed (a new veterinary hospital was built, the infrastructure of the clinics was renewed, buildings were adapted for the disabled, Centre of Practice and Experimentation was renewed)

Tasks	Measures	Evaluation indicators	Results	Realization terms	Responsible persons	Executives
Horizontal area: Community						
4.1. 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	4.1.1. Organization of annual motivational interviews.	4.1.1-2. Proportion (%) of FVM employees who have participated in annual interviews with their supervisors compared to all FVM employees	All employees of the FVM (98%*) participate in annual interviews with supervisors	Annually	Dean of FVM	Heads of FVM departments Human Resources Department
	4.1.2 Development of general and specific competences of the employees, in relation to the activity plans of the departments of the Faculty of Veterinary Medicine	4.1.2-1. Proportion (%) of employees of the FVM who have developed general competences in relation to all employees of the faculty.	Regular training in the general competences of the employees of the FVM, with the aim of ensuring that at least 10% of the employees receive training in general competences each year (<i>N.D. Data are collected annually from 2023</i>)	Annually from 2023	Dean of FVM	Heads of FVM departments Study Program Committee Staff of FVM departments
		From which: 4.1.2-2. Employees of the FVM in management positions	Continuous upgrading of the general competences of employees, with the aim of ensuring that at least 80% of	Annually from 2023	Dean of FVM	Heads of FVM departments

			employees in management positions receive training in general competences (<i>N/A Data collected annually from 2023</i>)			
		4.1.2-3. Proportion (%) of employees of the FVM who have developed special competences in relation to all employees of the faculty.	Continuous development of special competences of employees, with the aim of ensuring that at least 30% of employees receive training in special competences (<i>N/A Data collected annually from 2023</i>)	Annually from 2023	Heads of FVM departments	Departments of FVM
		4.1.2-4. Number of employees of the FVM who have developed special competences abroad	Developing the special competences of the employees of the FVM, with the aim of having at least 10% of the employees develop special competences abroad (<i>N/A Data collected annually from 2023</i>)	Annually from 2023	Heads of Animal Clinics of FVM	Heads of Units of Animal Clinics of FVM, veterinarians, Support staff
	4.1.3. Enabling the employees of the Faculty of Veterinary Medicine to use the acquired general and special competences in a targeted way in their work	4.1.3-1. IT tool developed for initiatives to improve activities and/or processes at the FVM	Tool for taking initiatives	2022	Chair of Council of FVM	Council of FVM LSMU IT Center
		4.1.3-2. % of employees taking initiatives to improve activities and/or processes in the Faculty work	Number of employees of the FVM who have taken initiatives to improve the activities and/or processes of the FVM: 3% annually (<i>N/A Data collected annually from 2023</i>)	Annually from 2023	Chair of Council of FVM	Departments of FVM
		4.1.3-3. % of implemented initiatives for improving activities and/or processes at the FVM	At least 80% of initiatives, suggestions for improvement of activities and/or processes in the faculty implemented (<i>N/A Data collected annually from 2023</i>)	Annually from 2023	Chair of Council of FVM	Departments of FVM
4.2. Updating the procedures of salary, qualification and certification requirements, motivation system in order to retain the existing and attract new employees of the	4.2.1. Motivational measures for employees of the Faculty of Veterinary Medicine	4.2.1-1. Development of a motivational tool to encourage the personal and professional development of the employees of the FVM	Developing a motivational measure for the employees of the FVM from 2022	Annually	Dean of FVM	Council of FVM Vice-deans
		4.2.1-2. Number of employees of the FVM who have benefited from the motivational tools developed	At least 4 employees of the FVM have benefited from motivational measures: <i>an average of 3-4 employees each year during 2017-2019</i>	Annually	Dean of FVM	Heads of FVM Departments

highest competence						
4.3. Mobilising the Faculty community by strengthening mutual relations between the community members	4.3.1. Encouraging and facilitating the participation of members of the Faculty of Veterinary Medicine community in activities and events that strengthen their relationships	4.3.1-1. Number of members of the FVM community participating in peer-building activities and events	Constant or increasing number of members of the FVM community participating in peer-building activities and events (2021 - 53 employees of the FVM, 479 students of the FVM)	Annually	Dean of FVM	Heads of FVM departments President of Student Union, VASA, IVSA Students' Scientific Society Community of FVM
		From which: 4.3.1-2. Proportion (%) of foreign students participating in various groups, associations and clubs compared to other students of the FVM	At least 3% of the number of international students of the FVM participating in groups, associations, clubs, etc. each year: (N/A) Data to be collected annually from 2022 onwards)	Annually	Dean of FVM	President of Student Union, IVSA Students' Scientific Society, VASA
		4.3.1-3. Events to promote innovation, entrepreneurship, creativity and other related skills	At least 2 events organised annually to foster innovation, entrepreneurship, creativity and other related skills (meetings with VMVT, businesses, IT specialists, project partners, researchers from other fields, etc.) (N/A) Data to be collected annually, from 2022	Annually	Dean of FVM	Deans Office Departments of FVM Communications Department
Horizontal area: Cooperation						
4.4. Initiating the establishment of strategic partnerships for the Faculty and their development	4.4.1 Participation in the establishment and development of strategic partnerships with foreign veterinary medical and agricultural universities and national institutions.	4.4.1-1. Number of strategic partnerships with foreign veterinary medical and agricultural universities and national institutions	At least 2 strategic partnerships in which the FVM participates, through cooperation agreements with strategic partners (institutions) from Lithuania or abroad. (Cooperation agreements 2026 in which the FVM has been involved over a period of five years are assessed)	2026	Dean of FVM	Heads of FVM departments
		From which: 4.4.1-2. European institutions, units	At least 1 cooperation agreement involving the FVM has been signed (new signed cooperation agreements or partnership agreements are assessed)	2023	Dean of FVM	Heads of FVM departments
		4.4.1-3. Lithuanian institutions, units	At least 1 signed cooperation agreement involving the FVM (new	2023	Dean of FVM	Heads of FVM departments

			<i>signed cooperation agreements or partnership agreements are assessed)</i>			
4.5. Contributing to the sustainable development of the educational and cultural system	4.5.1. Participation of the employees of the FVM in the activities of the Veterinary Academy Museum, thus contributing to the dissemination of historical memory in society	4.5.1-1. Number of visits to the Veterinary Academy Museum initiated by the employees of the FVM or participation in the organization of events at the Museum	At least 2 visits to the Veterinary Academy Museum initiated by employees of the FVM or participation in the organization of events at the Museum (N/A)	Annually	Heads of FVM departments	Departments of FVM, Curators
Horizontal area: Infrastructure						
4.6. Continuing to develop physical infrastructure that meets modern requirements, applying environmentally friendly solutions	4.6.1. Development of the infrastructure needed for the Veterinary Medicine degree programme	4.6.1-1. New operating Veterinary Hospital	Veterinary hospital providing animal health services (rated yes/no)	2026	Director of Administration and Finances Project manager (FVM representative)	Dean of FVM Heads of Large Animal Clinic and Dr. L. Kriaučeliūno Small Animal Clinic LSMU divisions by areas of activity
		4.6.1-2. Renovation of the premises and equipment of the horse unit of the Large Animal Clinic: X-ray room and new X-ray equipment; Intensive Care Unit and Emergency Department; Large Animal Surgical Table and Ultrasound transducer for cardiac examinations, units.	Renovation of the Large Animal Clinic of the FVM is completed, with the construction of an intensive care unit and an emergency ward, and the purchase of equipment such as an X-ray unit, an ultrasound transducer, and an anaesthesia set.	2022-2026	Director of Administration and Finances Dean of FVM	Head of Large Animal Clinic LSMU divisions by areas of activity
	4.6.2. Management of the buildings and grounds of the Veterinary Academy with cultural heritage status	4.6.2-1. Number of requests initiated and implemented to the LSMU administration for the adaptation of the historical buildings of the Veterinary Academy to the needs of people with disabilities	At least 1 building of the Academy of Veterinary Medicine is adapted to the needs of people with disabilities by installing raises or lifts	2026	Director of Administration and Finances Dean of FVM	LSMU divisions by areas of activity

4.7. Participate in preparing and beginning the implementation of promising strategic developments, important and other routine projects after securing funding	4.7.1. Development of the infrastructure for practical training and experimental facilities at the Veterinary Academy	4.7.1-1. Preparing for project implementation	Participation in the preparation for the implementation of the projects for the development of the infrastructure of the practical training and experimental facilities of the Veterinary Academy. <i>Implementation of the project (units), (to be assessed: preparation of a project proposal or technical design or technical working draft (if applicable) and investment project (if applicable))</i>	During the project implementation period	Head of Large Animal Clinic	LSMU divisions by areas of activity Departments of FVM, LSMU Center of Practice and Experimentation
4.8. Continuing to develop the IT infrastructure that meets modern requirements which is required for studies, science and practice	4.8.1. Ensuring coherent software and physical development of IT	4.8.1-1. Introduction of an IT system for the registration of animals (Procurement procedure started in 2019)	Purchase and installation of an IT system for animal registration: 1 unit	2022	Dean of FVM	Heads of Large Animal Clinic and Dr. L. Kriaučeliūno Small Animal Clinic IT Center
Horizontal area: Processes						
4.9. Ensuring the economic (financial) sustainability of the Faculty	4.9.1. Diversification of income to increase its volume and expand the range of income generating activities	4.9.1-1. Income from animal health activities and related services at the FVM's Animal Clinics	Increasing income from animal health activities: at least 10% annually (2020 - EUR 601.6 thousand)	Annually	Heads of Large Animal Clinic and Dr. L. Kriaučeliūno Small Animal Clinic	Large Animal Clinic Dr. L. Kriaučeliūno Small Animal Clinic
		4.9.1-2. Income from non-essential activities of the FVM (courses, training, etc.)	Increasing income from non-essential activities of the FVM: at least 5% annually (2021 - EUR 17.1 thousand)	Annually	Heads of FVM departments	Departments of FVM Coordinator of postgraduate studies
4.10. Increasing the efficiency of management and operational processes	4.10.1. Reports on the activities of the units of the Faculty of Veterinary Medicine	4.10.1-1. VF Activity report of the departments of the FVM to the Council and Dean of the FVM	Annual activity reports to the Council and Dean of the FVM reflecting the effectiveness of the department's business processes	2022	Chair of Council of FVM	Dean of FVM Council of FVM Heads of FVM Departments
4.11. Implementing the use of modern marketing and communication tools to increase the Faculty's		4.11-1. Increasing visibility and improving image of the FVM according to a public opinion survey	Increase in visibility and improved image 1 % annually: <i>EAEVE accreditation, international research projects, participation in commissions, groups, etc.; Through the publicity of all activities - research, studies, website - this activity is shown</i>	Annually	Dean of FVM	All Departments of FVM Communications Department

recognition and to form an image in Lithuania and around the world		<i>by the following indicators: competitiveness, the number of people employed in foreign countries; the enrolment rates in the programmes of the FVM, the popularity of the programmes, the feedback of the employers etc.</i> <i>Awareness of the Veterinary Medicine programme at LSMU (%) by spontaneous responses (2021 Veterinary Medicine - 21%); Rating based on the list provided - 47%) (UAB Spinter research data)</i>			
	4.11.1. Improving the Faculty's internal and external communication	4.11.1-1. Updating information about the FVM on the LSMU website	The FVM section of the LSMU website is updated with new and relevant information as required. <i>FVM- website updated and regularly maintained since 2019 on the initiative of the FVM</i>	According to the need	Dean of FVM Dean's Office Communications Department
		4.11.1-2. Maintaining existing social profiles	Maintenance of existing social profiles and creation of new ones (if needed) (2021 - 2 profiles)	Annually	Dean of FVM Departments of FVM Communications Department
	4.11.2. Promotion of study programmes, research, intellectual property and other activities of the Faculty of Veterinary Medicine	4.11.2-1. Number of media articles on the main and non-main activities of the FVM	At least 12 published articles per year on main and non-main activities of the faculty; (N/A)	Annually	Dean of FVM Study Program Committees of FVM, Departments of FVM Communications Department