

**LITHUANIAN UNIVERSITY OF HEALTH SCIENCES ACTION PLAN
THE RECOMMENDATIONS MADE DURING THE EXTERNAL EVALUATION AND THE IMPROVEMENT OF THE ACTIVITIES**

MANAGEMENT

1 recommendation. The Panel recommends to indicate more clearly what are the main priorities among the long list of performance indicators.

Improvement measure	Expected results	Responsible persons/departments	Execution deadlines	Notes
1.1. Review and update of strategic planning processes and documents describing them.	The University's strategic planning process has been reviewed and updated	Rector, Chancellors, Vice-rectors, Director of Administration and Finance, Deans of Faculties, Directors of Institutes, Quality and Strategy Monitoring Service	2024	
1.2. Preparation and approval of the University's strategic development guidelines and their implementation plan for 2027-2031, setting priorities for performance indicators.	The strategic development guidelines for the new period of the University were prepared and approved, and the plan for their implementation, setting priorities for performance indicators	Rector, Chancellors, Vice-rectors, Director of Administration and Finance, Deans of Faculties, Directors of Institutes, Quality and Strategy Monitoring Service, University community	2026	The recommendation is implemented in full by approving the strategic development guidelines of the University of the next period and their implementation plan.

2 recommendation. The Panel recommends the University to make sure that student representatives are fully enabled to take up their role effectively and to structurally involve international students, who represent over 20% of the student population.

Improvement measure	Expected results	Responsible persons/departments	Execution deadlines	Notes
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2.1. The procedure for the election of the student representative office has been updated	The electoral procedure of the Student Representation has been updated, setting criteria and conditions for involving students from international countries and ensuring their proportional representation.	The Student Union, Student organisations	2025	
2.2. The development of the student representative office website and making sure the information provided to students is available in the English.	Information is effectively provided and received in the student community, ensuring equal opportunities for inclusion for students from Lithuania and other countries.	The Student Union, Student organisations	2024	
2.3. Review and update of the system of support for student organisations.	An updated system of support for student organisations, thus contributing to the efficiency of student organisations	Director of Administration and Finance, Economics and Planning Department, The Student Affairs Office, The Student Union, Student organisations	2025	
2.4. Possible greater coordination of meetings of various commissions and work groups with the possibilities of student-members to participate.	Greater and more effective involvement of students in the activities of various commissions and work groups	Presidents of commissions and work groups	2024	

3 recommendation. The Panel recommends to benchmark with other universities with international ambitions from countries with relatively uncompetitive wages to learn which strategies may be effective to attract highly qualified foreign staff.

Improvement measure	Expected results	Responsible persons/departments	Execution deadlines	Notes
3.1. Update of the salary system.	The salary system (in stages) has been updated and started to be applied in order to maintain existing and attract new employees of the highest competence (both from Lithuania and foreign countries)	Director of Administration and Finance, Chancellors, Vice-rectors, Economics and Planning Department, Human Resources Department	2023	
3.2. Preparation and approval of the internationalisation strategy and its implementation plan.	An internationalisation strategy has been developed and approved, which includes tasks and measures to strengthen human resources and competences and to ensure the attraction and full well-being of talented and motivated scientists and lecturers.	Rector, Chancellors, Vice-rectors, Director of Administration and Finance,	2023	

		International Relations and Study Centre Human Resources Department Economics and Planning Department		
3.3. Additional comparative analysis with close-to-average salaries of foreign countries and their higher education strategies for attracting highly qualified foreign workers and developing recommendations for amendments to university documents referred to in points 3.1 and 3.2.	A comparative analysis (1 unit) was carried out and recommendations were formed for the amendment of the documents referred to in points 3.1 and 3.2 (as required).	International Relations and Study Centre Economics and Planning Department, Human Resources Department	2025	

QUALITY ASSURANCE

1 recommendation. The Panel encourages the University to work further on the development of its quality culture, making sure that the internal quality assurance processes are fit for purpose and implemented systematically across the whole University.

Improvement measure	Expected results	Responsible persons/departments	Execution deadlines	Notes
1.1. Updated, approved and implemented the University's internal control policy description	In accordance with the provisions of the Description, a functioning control system was created to manage the risks of university activities, a register of risks of all activities of the University was prepared and constantly monitored, thus expanding the quality culture.	Rector, Vice-rectors, Chancellors, Director of Administration and Finance, Quality and Strategy Monitoring Service, Internal Audit Department, All LSMU employees	2023	
1.2. Increasing the potential of the Quality and Strategy Monitoring Service by recruiting a Quality Manager.	Faster development of quality culture with the help of the necessary human resources.	Rector, Quality and Strategy Monitoring Department, Human Resources Department	2024	
1.3. Quality improvement training for employees (internal and external).	Identify the needs for training(s) and develop the programme and plan. The proportion of staff involved in the training, at least 20 %	Human Resources Department Study Centre, Quality and Strategy Monitoring Department	2026	

2 recommendation. The Panel recommends to make a thorough analysis of the current set of satisfaction surveys, considering which surveys are essential for the internal quality assurance process, and subsequently develop a strategy to achieve better response rates.

Improvement measure	Expected results	Responsible persons/departments	Execution deadlines	Notes
2.1. Analysis of current satisfaction surveys	Analysis of satisfaction surveys was carried out	Quality and Strategy Monitoring Department	2023	
2.2. Review and update of the procedure(s) of the organisation of feedback on the activities of the University	Updated procedure(s). Feedback results are integrated into process management and decision-making.	Chancellors, Vice-Rectors, Director of Administration and Finance, Quality and Strategy Monitoring Department	2023.	
2.3. Implementation of convenient tools for surveys (by target groups: employees, students, others (as needed)) in information systems for employees and students.	Increasing the number of participants in surveys	Information Technologies Centre, Quality and Strategy Monitoring Department, Other University departments	2024	

3 recommendation. The Panel encourages the University to further close the quality assurance cycle of learning activities during clinical practice, especially in those institutions which are not structurally associated with the University.

Improvement measure	Expected results	Responsible persons/departments	Execution deadlines	Notes
3.1. Review and update of quality assurance procedures for clinical practice (as external outputs, in particular from non-structurally related institutions).	Updated quality assurance procedures for clinical practice.	Postgraduate Study Centre	2026	
3.2. Development of clinical practice teachers (mentors) competencies by participating in university teachers' competence development programme (conditions for inclusion in agreements with clinical bases).	The involvement of teachers (mentors) of clinical practice in the development of competences as a mandatory condition in contracts with clinical bases.	Postgraduate Study Centre, Study Centre, Student Affairs Office, Legal Department	2026	

STUDIES AND RESEARCH (ART)

1 recommendation. The Panel recommends to develop such an explicit common didactic concept for the whole University.

Improvement measure	Expected results	Responsible persons/departments	Execution deadlines	Notes
1.1. Preparation of a general didactic concept for the whole University.	A didactic concept of the University has been developed	Vice-Rector for Studies, Study Centre	2025	
2 recommendation. The Panel challenges the University to actively implement a strategy for interdisciplinary learning, by developing more courses in which students from different fields need to collaborate and learn from each other to solve interdisciplinary challenges.				
Improvement measure	Expected results	Responsible persons/departments	Execution deadlines	Notes
2.1. Preparation and approval of the strategy for the inclusion of inter-university elective study subjects in study programmes.	A favourable study strategy has been developed enabling students of all study programmes to freely choose inter-university electives.	Vice-Rector for Studies, Study Centre, Faculties, Committees of Study Programmes	Annually until 2026	SDG 2022-2026 2.1.4. Strengthening student-centred studies, indicator 2.1.4.-4.
2.2. Preparation of study subjects/modules for several different study programmes.	Increasing the number of study subjects/modules where students from different study programmes can study. How much increasing?	Vice-Rector for Studies, Faculties, Study Programme Committees	Annually until 2026	SDG 2022-2026 2.4.1. Strengthening of a unified and efficient study planning system, indicator 2.4.1.-1.
2.3. Development of new inter-professional study programmes focused on new technologies and application of scientific knowledge.	At least 3 new inter-professional study programmes have been developed by 2026	Vice-Rector for Studies, Faculties, Study Centre	until 2026	SDG 2022-2026 2.2.1. Development of studies based on research and innovation, indicator 2.2.1.-1.
3 recommendation. The Panel recommends to further develop the University's strategy on internationalisation at home, including how to benefit more from the presence of international students for the internationalisation of the educational process of the national students.				
Improvement measure	Expected results	Responsible persons/departments	Execution deadlines	Notes
3.1. Preparation and approval of the internationalisation strategy and its implementation plan	An international strategy has been developed and approved, which includes challenges and measures to strengthen internationality within the institution	Rector, Chancellors, Vice-rectors, International Relations and Study Centre Faculties, Student Affairs Office,	2023	

IMPACT ON REGIONAL AND NATIONAL DEVELOPMENT

1 recommendation. The Panel recommends to perform a deeper and more systematic analysis of the specific regional and national needs to which the University may respond, and to formalise its processes for monitoring, analysis and evaluation of the effectiveness of the measures on national and (or) regional development.

Improvement measure	Expected results	Responsible persons/departments	Execution deadlines	Notes
1.1. Analysis of specific regional and national needs to which the University can make a significant contribution, taking into account the development of health, social, economic and cultural capital.	Periodic analysis of specific regional and national needs (Lithuania 2050) is being carried out taking into account the development of health, social, economic and cultural capital.	Quality and Strategy Monitoring Department, Faculty of Public Health, Heads of the University's structural units (by area of activity)	2026	The results of the analysis of regional and national needs shall be used in the University's strategic development guidelines for the next period (hereinafter referred to as the SDG, starting from the 2026-2031 period) and in their implementation plan, providing indicators for the assessment of the University's impact on regional and national development with the target values.
1.2. Formalisation and structuring of monitoring criteria for assessing the effectiveness of national and regional needs.	Formalised and structured monitoring of the criteria for assessing the effectiveness of national and regional needs.	Quality and Strategy Monitoring Department, Faculty of Public Health, Heads of the University's structural units (by area of activity)	2026	

2 recommendation. The Panel recommends the University to adopt a more holistic approach to its contribution to the European Green Deal in particular, and the UN Sustainable Development Goals in general.

Improvement measure	Expected results	Responsible persons/departments	Execution deadlines	Notes
2.1. Preparation of the university activity scoreboard, which would identify links with the UN Sustainable Development goals and the European Environment Treaty.	A special summary/report describing the University's contribution to the European Environment Treaty and the specific UN Sustainable Development goals is prepared and published periodically (every 2 years).	Communications Department, University's Sustainability Ambassador, Quality and Strategy Monitoring Department, Heads of the University's structural units (by area of activity)	2025	The LSMU will periodically prepare and publish a special report. Such reports will improve LSMU reputation, attractiveness and LSMU position in <i>THE Impact</i> ranking.
2.2. University's Sustainability Ambassador was elected, contributing to the development of a sustainable culture and the achievement of sustainable development goals at the University	Strengthening the culture of sustainability at the University, directly related to the solution of environmental problems and the achievement of the United Nations Sustainable Development goals.	University's Sustainability Ambassador	2024	

3 recommendation. The Panel recommends to develop a more proactive and systematic approach in its development of new partnerships within the region, both with other Universities and other actors in society.

Improvement measure	Expected results	Responsible persons/departments	Execution deadlines	Notes
3.1. Develop existing partnerships with other universities and public actors to improve human and animal health and care.	Qualitative and quantitative criteria for the development of partnerships with other universities and public actors are included in the implementation plans of the SDG (starting from the 2026-2031 period).	International Relations and Study Centre, Student Affairs Office, heads of the structural units of the University	2026	
3.2. To enable the network of strategic partners (institutions) and to establish a list of measures for their systematic development	Partnerships in Lithuania and abroad are being developed systematically	International Relations and Study Centre Research Centre, Study Centre, Other University departments	2024	