

**PROCEDURE FOR PREPARATION, APPROVAL, IMPLEMENTATION,
MONITORING, EVALUATION, REPORTING ON AND ADJUSTMENT OF THE
GUIDELINES FOR STRATEGIC DEVELOPMENT OF THE LITHUANIAN
UNIVERSITY OF HEALTH SCIENCES AND THEIR IMPLEMENTATION PLAN**

I. GENERAL PROVISIONS

1. The Procedure for Preparation, Approval, Implementation, Monitoring, Evaluation, Reporting on and Adjustment of the Guidelines for Strategic Development of the Lithuanian University of Health Sciences (hereinafter – the Guidelines) and their Implementation Plan (hereinafter – the Plan) (hereinafter referred to as “the Procedure”) regulates the principles of preparation, approval, implementation, monitoring, evaluation, reporting on and adjustment of the Guidelines and the Plan: preparation, consideration, approval of documents, organisation of implementation, monitoring, evaluation, reporting on the results achieved and their publicity to the University’s community, socio-economic partners, the public, and their adjustments, if necessary.
2. The Procedure shall enable the creation and development of a results-oriented and strategic management system at the University, integrating strategic and other planning, implementation, control and reporting processes to ensure the long-term and sustainable progress of the University as well as efficient planning and use of financial resources.
3. Concepts used in the Procedure:
 - 3.1. **Responsible Persons** mean the Rector of the University, the Chancellor of the Academy of Medicine, the Chancellor of the Academy of Veterinary Medicine, the Vice-Rector for Studies, the Vice-Rector for Research, the Vice-Rector for Clinical Medicine, the Director of Administration and Finance and other persons indicated in the Plan.
 - 3.2. **Financial Projections** mean a preliminary financing plan indicating the sources and extent of funding intended to finance the implementation of the University’s Guidelines and the Plan.
 - 3.3. **Horizontal Principle** means the aim provided for in the University’s Guidelines to consistently and comprehensively shape the attitudes and behaviours of the University’s community in addressing a challenge relevant to several strategic directions and/or programmes formulated in the University’s Guidelines.

- 3.4. **Impact Indicator** means a quantitative and qualitative measure of the change in the status quo which is pursued by implementing the strategic objective;
- 3.5. **Measure** means an activity planned over a specified period of time to ensure the achievement of an objective set out in the University's Guidelines.
- 3.6. **Output Indicator** means a value expressed in quantitative terms indicating a change in the status quo which is pursued by implementing the measure.
- 3.7. **Result Indicator** means a quantitative or qualitative measure of the change in the status quo achieved by the target.
- 3.8. **Monitoring** means the systematic and continuous process of collecting and analysing information on the implementation of the Guidelines and the Plan in order to assess how the Guidelines and the Plan are implemented in terms of the results pursued through the Monitoring indicators.
- 3.9. **Monitoring Indicator** means the impact and/or result and/or output indicator specified in the Plan that provide information on the implementation of the Guidelines and the Plan.
- 3.10. **Strategic Management System** means a set of planning documents, participants and processes at international and national level designed to ensure long-term and sustainable progress. The University's Guidelines and Plan and the Strategic Operational Plan are an integral part of this system to contribute to progress at national and international level.
- 3.11. **Strategic Management** means a set of processes designed to ensure long-term and sustainable progress of the University, including analysis of the environment, decision-making on the preparation of planning documents, preparation, approval, implementation, monitoring, evaluation, reporting on the results achieved, and, if necessary, adjustment.
- 3.12. **Strategic Development Guidelines (the Guidelines)** mean the University's strategic management document, which provides environmental analysis and the formulated University's mission, vision, values, strategic goals, strategic directions and/or programmes, and other information.
- 3.13. **Strategic Development Guidelines Implementation Plan (the Plan)** means a document supplementing the Guidelines, which clearly and in detail sets out the formulated objectives, the measures required for their implementation, the indicators, their implementation deadlines, responsible persons, executors and financial projections, and provides other information.
- 3.14. **Strategic Operational Plan** means a 3-year planning document which plans the state budget appropriation programmes implemented by the University, which

contribute to the implementation of the strategic objectives and strategic activities and/or programmes set out in the University's Guidelines and the Plan.

- 3.15. **Monitoring System for Strategic Development Guidelines (Guidelines) and their Implementation Plan (Plan) (hereinafter – the Monitoring System)** means the system where the Executors provides information on the achievements and results of the implementation of the Guidelines and the Plan in accordance with the procedures and deadlines set out in this Procedure.
- 3.16. **Description Card of Monitoring Indicators (Quantitative and Qualitative) of the Strategic Development Guidelines (the Guidelines) and their Implementation Plan (the Plan) (hereinafter – the Card)** is a document (Annex 1) that defines and explains the indicators referred to in the Plan, their concepts, calculation methods, units of measurement, sources of information, terminology and other information.
- 3.17. **Objective (strategic objective)** means the aim defined in the University's Guidelines indicating the result planned to be achieved within for the set period of time for the implementation of the Guidelines.
- 3.18. **University's community** means pupils, students, academic community, other employees of the University, and employees of other legal entities where the University is a participant.
- 3.19. **Task** means an activity planned within a specified period of time to ensure the implementation of a strategic and/or another objective provided for in the University's Guidelines.
- 3.20. **Executors** mean the University's units indicated in the Plan. The Head of a University's unit is responsible for organising the work of the unit in order to implement the specific measures set out in the Plan.
4. Other concepts used in the Procedure shall be understood as defined in the Law on Higher Education and Research of the Republic of Lithuania, the Law on Strategic Management of the Republic of Lithuania, the Law on Budget Structure of the Republic of Lithuania, the Law on Regional Development of the Republic of Lithuania, and other legal acts.

II. PREPARATION AND APPROVAL OF THE STRATEGIC DEVELOPMENT GUIDELINES AND THEIR IMPLEMENTATION PLAN

5. The Guidelines and the Plan are an agreement of the University's community and socio-economic partners and the public on the University's long-term vision, mission, values, strategic objectives, strategic activities and/or programmes, the measures for their implementation and the target monitoring indicators.

6. The Guidelines and the Plan are prepared on the basis of the horizontal principles of coherence and integrity, efficiency and results orientation, evidence-based management, effectiveness and long-term financial sustainability, cooperation, openness and inclusiveness, equal opportunities and other horizontal principles.
7. The Rector of the University arranges the preparation of the Guidelines and the Plan. A working group may be set up for the preparation of the Guidelines and the Plan by order of the Rector.
8. The Rector submits the Guidelines and the Plan to the Senate for consideration and to the Council – for approval.
9. Preliminary structure of the Guidelines:
 - 9.1. introduction;
 - 9.2. environmental analysis
 - 9.3. vision, mission and values;
 - 9.4. strategic objectives;
 - 9.5. strategic lines of action and/or programmes;
 - 9.6. the Guidelines Implementation Plan (the Plan).
10. The Guidelines and the Plan for a new period must be in place before the expiry of the existing Guidelines and the Plan. To this end, a new environmental analysis is carried out, reviewing the vision, mission, values, the structure and/or the form of the Guidelines, strategic objectives, strategic activity directions and/or programmes, tasks and other information, organising a public discussion and public hearing, creating conditions for the involvement of the University's community, socio-economic partners, and the public. Updates are made in accordance with the procedure provided for in set out in clauses 7 and 8 hereof.

III. IMPLEMENTATION OF THE STRATEGIC DEVELOPMENT GUIDELINES AND THEIR IMPLEMENTATION PLAN

11. The Rector of the University is responsible for the implementation of the Guidelines and the Plan.
12. The Responsible Persons specified in the Plan provide the Rector with information on the status of the implementation of the Guidelines and the Plan and the results achieved according to the monitoring indicators.
13. Having achieved a monitoring indicator and/ or its part provided for in the Plan, as defined in the Card, Executors are required to declare it in the Monitoring System. In all cases, Executors provide data in the Monitoring System for each previous calendar year, no later than by 20 January.
14. The Monitoring System can be accessed on the University's intranet and/or other information systems.

IV. MONITORING, EVALUATION AND REPORTING ON THE STRATEGIC DEVELOPMENT GUIDELINES AND THEIR IMPLEMENTATION PLAN

15. The Rector and/or the Responsible Persons and/or other employees of the University authorised by the Rector monitor and analyse the information provided by the Executors in accordance with clause 13 of the Procedures and/or other data relating to the activities of the University.
16. The Responsible Persons and/or other employees of the University authorised by the Rector use this the information provided by the Executors in accordance with clause 13 of the Procedure to carry out an annual monitoring of the Guidelines and the Plan and an analysis of the University's activities for the previous calendar year, and submit an annual report on the implementation of the Guidelines and the Plan and/or proposals for adjustments to the Guidelines and/or the Plan to the Rector no later than by 1 March of the current year.
17. The Rector uses the documents prepared by the Responsible Persons and/or other employees of the University authorised by the Rector, as provided for in clause 18 of the Procedure, as a basis for drafting an annual report on the University's activities, which he submits to the Senate for information and to the Council for approval.
18. The Council approves the annual report on the University's activities in an open meeting of the Council, with the participation of the Senate, and assesses how the University's activities comply with the Guidelines and the Plan, the results achieved and their impact on the progress of the University.

V. ADJUSTMENT OF THE STRATEGIC DEVELOPMENT GUIDELINES AND THEIR IMPLEMENTATION PLAN

19. Amendments to the Guidelines and/or the Plan may be initiated at any time by the Council, the Senate, the Rector, the Responsible Persons, the Executors, the University's community, socio-economic partners, and the public.
20. The need for amendments to the Guidelines and/or the Plan shall be submitted to the Rector in writing, in free form, listing clear and detailed reasons and main arguments therefor.
21. Having assessed a request received in accordance with Clause 20 hereof, the Rector submits an amendment to the Guidelines and/or the Plan to the Senate for consideration and to the Council for decision, having held a public consultation with the Responsible Persons, the Executors, the University's community, socio-economic partners, and the public before that.

VI. FINAL PROVISIONS

22. The processes of preparation, approval, implementation, monitoring, evaluation, reporting and adjustment of the Guidelines and the Plan at the University shall be carried out in a

way that ensures maximum involvement and information of the University's community, socio-economic partners, and the public: the Guidelines, the Plan, the monitoring system, proposals, decisions, other related documents and information are published on the University's website and/or the intranet and/or other information systems of the University.

23. A Strategic Action Plan is prepared based on of the Guidelines and the Plan.
24. The Council approves and amends the Procedure for the Preparation, Approval, Implementation, Monitoring, Evaluation, Reporting and Adjustment of the Guidelines and the Plan.

Description Card of Monitoring Indicators (Quantitative and Qualitative) of the Strategic Development Guidelines and their Implementation Plan

	Name	Code/Information
1.	Strategic objective of a document of international or national strategic level (e.g. National Progress Plan)* –	
2.	Task of a document of international or national strategic level (e.g. National Progress Plan)* –	
3.	Aim of the Strategic Development Guidelines –	
4.	Task of the Strategic Development Guidelines –	
5.	Measure of the Strategic Development Guidelines	
6.	Name of the indicator –	
7.	Unit of measure –	
8.	Explanation of the indicator –	
9.	Formula for calculating the indicator value –	
10.	Detail level of the indicator and its components –	
11.	Regularity of calculation of the indicator value or the reporting period –	
12.	Primary data source –	
13.	Contact person responsible for the indicator –	
14.	Other important information –	

**Information shall be completed only if the objective and/or task and/or measure provided for in the Strategic Development Guidelines of the University and their Implementation Plan directly contributes to the implementation of a document of the international or national strategic level.*