



FACULTY OF MEDICINE STRATEGIC ACTIVITY PLAN / 2022–2025

Approved by the Council of the Faculty of Medicine at the meeting of 31 May 2022

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DEAN'S ADDRESS



Dear colleagues,

We are an important part of Lithuania's largest and most prominent science and research institution. We can be justifiably happy and proud of this. The honourable status of a member of the Vilnius University family only comes with careful planning and consistent work. A historically significant and glorious name compels everyone to strive to make our Alma Mater one of the world's best.

The Strategic Activity Plan of the Faculty of Medicine for 2022-2025 is based on the strategy of Vilnius University and sets out the goals, objectives and solutions we need to implement to achieve the highest quality of research and studies, and a symbiosis between these activities. With a view to attaining the maximum results, the Strategic Activity Plan has been developed with the involvement of various members of the Faculty community, with a view to attaining the maximum results, and can only be implemented through the joint efforts of us all.

As I conclude my second term as the Dean, I wish my colleagues and future leaders of the Faculty of Medicine a smooth implementation of the plan, creativity, motivation, curiosity and energy. Never miss an opportunity to celebrate even the smallest accomplishment as a community, because big goals can only be achieved through consensus and teamwork.

Prof. Algirdas Utkus, MD PhD
Dean of the Faculty of Medicine



I. FACULTY ACTIVITY PLANNING FRAMEWORK

In accordance with the Regulations of the Faculty of Medicine (hereinafter, the Faculty or the FM), the Strategic Activity Plan of the Faculty (SAP) is drawn up with reference to the Strategic Plan of the University and takes into account the goals and objectives of the Faculty. The key components of the Faculty's SAP are:

- the mission, vision and values of the Faculty;
- the Faculty's strategic orientations, long-term goals and their curators;
- indicators of the Faculty's long-term objectives and the annual change in their target values;
- a description of the monitoring system for the implementation of the Faculty's Activity Plan.

The Faculty's SAP for the period defined in the University's Strategic Plan shall be approved by the Faculty Council on the recommendation of the Dean of the Faculty of Medicine (hereinafter, the Dean). The responsibility for the implementation of the Faculty's SAP lies with the Dean.

The long-term objectives set out in the Faculty's SAP are pursued through the preparation and implementation of the Faculty's Annual Activity Plans, which are approved by the Dean.

The Faculty's SAP and its Annual Activity Plans are implemented by the entire community of the Faculty. The activities of the community are organised and coordinated by Faculty Administration under the authority of the Dean, together with the Directors of the Faculty Institutes, and any necessary administrative support.

The Dean reports to the Faculty Council and the Rector of the University on the implementation of the Faculty's SAP.

Early in the year (no later than 31 March), the Dean is required to submit a report to the Faculty Council on the annual results to be achieved through the implementation of the Faculty's Strategic Plan.



II. MISSION, VISION AND VALUES OF THE FACULTY OF MEDICINE

The mission of the Faculty is to produce highly qualified creative and critically minded professionals, within the healthcare and pharmaceutical sectors by implementing all levels of medical and health sciences studies, and by conducting basic and applied research, including experimental and technological development work, at a prominent international level in the field of medical and health sciences.

The vision of the Faculty is to be a world-renowned centre for medical and health sciences studies, and an active participant in Lithuania's health, education and science policy processes.

Values of the Faculty (performance principles). In our activities and our relationships with members of the community we are guided by the following guiding principles (values):

- 1) freedom of science, research, creation and teaching;
- 2) morality;
- 3) unity of science and studies;
- 4) promotion of the moral, cultural, experimental, social, economic and technological development of society;
- 5) strengthening international partnerships;
- 6) performance quality assurance;
- 7) solidarity, cooperation and respect among community members;
- 8) alignment and cooperation between the Faculty's internal departments;
- 9) solidarity in decision-making;
- 10) publicity;
- 11) decision-making transparency in the allocation and use of resources and other items;
- 12) equal opportunities and fair competition, and other generally accepted principles of academic ethics;
- 13) responsibility to the nation and the State of Lithuania, providing openness and accountability to the public.



III. STRATEGIC DIRECTIONS, LONG-TERM OBJECTIVES AND CURATORS

In pursuit of the Faculty’s mission and the timely realisation of the Faculty’s vision, in line with the University’s Strategic Plan for 2021–2025, the Faculty’s community will focus and prioritise its academic and administrative activities during 2022–2025 on three strategic directions as follows:

1. **THE FACULTY CREATING SOCIETY AND THE STATE:** a graduate should be capable of tackling individual patient and public health issues; have a strong international profile and develop an increasing influence on society and government.
2. **COOPERATING FACULTY:** internationalisation of study content.
3. **FACULTY SUSTAINABILITY:** with motivated and engaged staff and students, an infrastructure to meet future needs, and financial growth through income diversification.

DIRECTION	NON-CURRENT ASSETS	CURATORS
1	1.1. A graduate capable of tackling individual and public health issues	<i>Vice-Dean for Studies</i> (together with the Head of the Study Department)
	1.2. High-level international science	<i>Vice-Dean for Postgraduate Studies and Innovation</i> (together with the Head of the Department of Research and Innovation, and the School of Doctoral Studies)
	1.3. Increasing influence on society and the state	<i>Vice-Dean for Postgraduate Studies and Innovation</i> (together with the Vice-Dean for Studies, and Head of the Department of Communication and Studies)
2	2.1. Internationalisation of study content	Vice-Dean for Studies (together with the Vice-Dean for Postgraduate Studies and Innovation, and the Heads of Research and Innovation and Study Departments)
3	3.1. Motivated and engaged staff and students	<i>Vice-Dean for General Affairs and Strategic Development</i> (together with the Vice-Dean for Studies, and Heads of the Departments of Communication, Studies, and General Affairs)
	3.2. Infrastructure to meet future needs	<i>Vice-Dean for General Affairs and Strategic Development</i> (together with Heads of the Department of Communication and the Department of General Affairs)
	3.3. Financial growth through income diversification	<i>Vice-Dean for General Affairs and Strategic Development</i> (together with the Heads of the Department of General Affairs and the Department of Studies)



IV. INDICATORS AND TARGETS FOR LONG-TERM OBJECTIVES

1.1. GRADUATE CAPABLE OF TACKLING PERSONAL AND PUBLIC HEALTH ISSUES

LONG-TERM OBJECTIVE INDICATOR ¹	TARGET INDICATOR (Changes by the end of the year)	
1.1.1. Transforming the content of study programmes – a competency-based study model	2022	Create the concept of the EPA ² integrating pre-graduate medical, dental and nursing studies
	2023	EPA list developed; pre-graduate medical, dental and nursing curricula redesigned in line with the EPA concept; tiered competences model introduced in all residency studies programmes
	2024	The OSCE ³ model implemented in the medicine internship studies
	2025	All medical, dental and nursing pre-graduate programmes redesigned according to the competency-based study model

Activities required to achieve the long-term objective	Performance targets	Target dates (years, quarters)
1.1.1.1. Integration of EPA in pre-graduate medical, dental and nursing studies	Redesign pre-graduate programmes in medicine, dentistry and nursing in line with the EPA concept	Q4, 2023
1.1.1.2. Integration of minor studies into the 1st cycle studies	Reorganise the first cycle study programmes in occupational therapy and physiotherapy	2025
1.1.1.3. Training on curriculum content development	Organise training for members of the Study Programme Committee and coordinating teachers	Q4, 2022

1 The indicators of the long-term goals of the Faculty of Medicine have been formulated based on the indicators of the University in the Strategic Plan of Vilnius University 2021–2025 and adapted to the specifics of the Faculty of Medicine: https://www.vu.lt/site_files/VILNIAUS_UNIVERSITETO_STRATEGINIS_PLANAS_20212025.pdf

2 EPA – Entrustable Professional Activities.

3 OSCE – Objective Structured Clinical Examination.



Activities required to achieve the long-term objective	Performance targets	Target dates (years, quarters)
1.1.1.4. Developing pedagogical competences	Provide training for teachers, supervisors and mentors of residency students	Once per semester
1.1.1.5. Introduction of the OSCE exam in medical internships	Introduce the OSCE exam in medical internship studies	Q4, 2023
1.1.1.6. Ensuring the functionality of the established tiered competences in the residency studies	Provide functioning electronic residency diary, tiered competency assessment procedures and supervisor-residency student feedback system	Q4, 2023



1.2. HIGH-LEVEL INTERNATIONAL SCIENCE

LONG-TERM OBJECTIVE INDICATOR	TARGET INDICATOR (Changes by the end of the year)	
	1.2.1. Growth in the score per MVDDA ⁴ , of the points in the fields of the medical and healthcare sciences (compared to the value of 15 points achieved in 2020)	2022
2023		10 per cent
2024		15 per cent
2025		20 per cent

Activities required to achieve the long-term objective	Performance targets	Target dates (years, quarters)
1.2.1.1. Formation of interdisciplinary studies portfolio for doctoral students	Provide a list of subjects in the School of Medicine and Health Sciences PhD studies compiled and descriptions prepared and validated	Q3, 2022
1.2.1.2. Guidelines for the selection of investigators – international internship students	Draw up six applications according to the Guidelines for the Selection of Investigators – international internship students	Q1, 2022

LONG-TERM OBJECTIVE INDICATOR	TARGET INDICATOR (change by the end of the year)	
	1.2.2. International recognition of science: increase in the number of applications for top international research grants (<i>ERC/MSCA IF/Horizon Europe projects</i>)	2022
2023		3 applications
2024		3 applications
2025		4 applications

Activities required to achieve the long-term objective	Performance targets	Target dates (years, quarters)
1.2.2.1. Developing a support system for the development of international research projects	Increase the number of applications for highly rated international research project by 10%.	Q1, 2023
1.2.2.2. Formation of an Interdisciplinary Research Support Fund	Two applications in accordance with the interdisciplinary research project call for proposals of Vilnius University	Q1, 2024
	Two interdisciplinary workshops to promote ideas and activities for scientific cooperation	Q1, 2024

⁴ MVDDA – equivalent to one working day of a scientist.



LONG-TERM OBJECTIVE INDICATOR	TARGET INDICATOR (change at the end of the year)	
1.2.3. Increase in the share of foreign researchers in the academic workforce (50%) (based on the 2021 indicator value of 7 researchers)	2022	8 researchers
	2023	9 researchers
	2024	10 researchers
	2025	11 researchers

Activities required to achieve the long-term objective	Performance targets	Target dates (years, quarters)
1.2.3.1. Procedure for competition for visiting researchers / development and implementation of a marketing campaign	Activate procedure for the selection of Visiting Researchers (including postdoctoral trainees) (calls for three positions announced) ⁵	Q1, 2024

⁵ https://www.vu.lt/site_files/SPN-63_Elektroniniodokumentonuorašas.pdf



1.3. INCREASING INFLUENCE UPON SOCIETY AND THE STATE

LONG-TERM OBJECTIVE INDICATOR	TARGET INDICATOR (Changes by the end of the year)	
1.3.1. Expert impact on national health policy formulation (qualitative evaluation indicator; the quantitative value of the indicator is measured in terms of the involvement of representatives of the FM in the expert activities of working groups, commissions, committees, and councils for national health policy formulation)	2022	No less than 20 representatives of the FM
	2023	No less than 25 representatives of the FM
	2024	No less than 30 representatives of the FM
	2025	No less than 35 representatives of the FM

Activities required to achieve the long-term objective	Performance targets	Target dates (years, quarters)
1.3.1.1. Engagement in the establishment of the VU Analytical Centre	Establish a collaborative relationship with the VU Analytical Centre and joint discussions on the strategic issues in health policy	Q2, 2023
1.3.1.2. Methodology for assessing the impact on policy-making	Submit FM proposals to the developers of the Methodology for Policy Impact Assessment on the use of the Methodology for health policy impact assessment	Q3, 2023

LONG-TERM OBJECTIVE INDICATOR	TARGET INDICATOR (Changes by the end of the year)	
1.3.2. Significant growth in science communication	2022	Identification of individuals willing and able to communicate on science topics
	2023	Science communication training for scientists (ongoing/annual)
	2024	Doctoral students engaged in science communication
	2025	Annual medical science promotion event

Activities required to achieve the long-term objective	Performance targets	Target dates (years, quarters)
1.3.2.1. Identifying and presenting individuals who are willing and able to communicate on science	Establish a list of those who are willing and able to communicate on science, aiming for at least one individual to represent each unit of the FM	Q4, 2022
	Publish the list on the FM website	Q2, 2023
	Organise photo shoots for those selected, to provide an attractive presentation to the media	Q4, 2024



Activities required to achieve the long-term objective	Performance targets	Target dates (years, quarters)
1.3.2.2. Science communication training for scientists (ongoing/annual)	Organise training on communication issues (no less than 20 participants)	Q1, 2023
	Organise training on communication issues (no less than 20 participants)	Q1, 2024
	Organise training on communication issues (no less than 20 participants)	Q1, 2025
1.3.2.3. Involving PhD students in science communication	Develop system for publicising all dissertation defences through the FM dissemination channels	Q4, 2022
	Write science promotion articles on the basis of the thesis (no less than 5 per year)	Annually from Q1, 2023
	Promote science in simple terms – presenting scientific topics, and lectures to the public (at least 3 lectures per year)	Annually from Q3, 2023
1.3.2.4. Annual medical science promotion event	Develop the concept for the event	Q2, 2023
	Organise pilot event	Q4, 2024
	Correct any errors noted and include the annual event in the calendar of academic events	Q4, 2025
1.3.2.5. Open science policy guidelines	Provide an implementation plan for the FM guidelines in line with the VU Open Science Policy Guidelines	Q4, 2023
1.3.2.6. Open science: accessibility and dissemination of research results	A 10% increase in the number of full-text publications produced by FM staff in the eLABa system, eBooks, dissemination books, research data/collections (in the MIDAS system)	Q4, 2024



LONG-TERM OBJECTIVE INDICATOR	TARGET INDICATOR (change at the end of the year)	
1.3.3. Engagement with the United Nations Sustainable Development Goals ⁶ (ranking and number of activities): FM research activities related to the SDGs (percentage) and study programmes	2022	20 per cent of research activity
	2023	25 per cent of research activity Master’s programme in rehabilitation adapted for the attainment of the Sustainable Development Goals (SDG)
	2024	25 per cent of research activity The development of a blueprint for a general university course in line with the United Nations Sustainable Development Goals
	2025	35 per cent of research activity Master’s programme in medical studies adapted for the attainment of the Sustainable Development Goals

Activities required to achieve the long-term objective	Performance targets	Target dates (years, quarters)
1.3.3.1. Inter-institutional partnership development	Analyse inter-institutional partnerships to identify active existing and potential new partners	Q4, 2022
	Achieve at least two new contracts for clinical bases in Lithuania and abroad each year	Annually

6 <https://osp.stat.gov.lt/nacionaliniai-darnaus-vystymosi-rodikliai> (health, quality education, climate change).



2.1. INTERNATIONALISATION OF STUDY CONTENT

LONG-TERM OBJECTIVE INDICATOR	TARGET INDICATOR (change by the end of the year)	
2.1.1. Enabling all students to gain international experience at home and abroad	2022	Methodology for the development of VU internationalisation indicators adapted to the activities of the FM
	2023	At least 5 international visiting lecturers and/or partnership associate professors and professors each year
	2024	English-medium undergraduate nursing and midwifery courses (for students from third countries)
	2025	Set up a sustainable portfolio of at least 20 subjects taught in English

Activities required to achieve the long-term objective	Performance targets	Target dates (years, quarters)
2.1.1.1. Internationalisation at home – adding international dimension of the study content	Provide the methodology for the development of VU internationalisation indicators adapted to the activities of the MF ⁷	Q4, 2022
	Produce at least 2 applications for study internationalisation initiatives or educational initiatives to be submitted each year	Annually
	Recruit at least 5 foreign guest lecturers and/or partnership associate professors and professors each year	Annually
	Establish at least 5 courses in English each year (except for medical, dental and systems biology programmes)	Annually
	Organise intercultural and language training (English language competence training for teachers)	Once a semester

⁷ Order No. R-34 of 2 February 2022 of the Vice-Rector for Studies of Vilnius University ‘On approval of the description of indicators of internationalisation of studies at Vilnius University’



Activities required to achieve the long-term objective	Performance targets	Target dates (years, quarters)
2.1.1.2. Review of the portfolio of study programmes taught in English: the development of English language studies	Development of an international student attraction strategy and develop an external marketing plan	Q4, 2022
	Preparation of the description of the examination procedure for admission to FM programmes in English	Q3, 2022
	Development of accredited English language undergraduate programmes in nursing and midwifery for third-country students	2024
	Development of an accredited second cycle study programme for medical genetics in English	2023
2.1.1.3. Implementation of the Arqus strategic partnership	Ensure at least 10 students from the FM and partner universities participate each year in student exchange programmes run by Arqus partners	Annually



3.1. MOTIVATED AND ENGAGED STAFF AND STUDENTS

LONG-TERM OBJECTIVE INDICATOR	TARGET INDICATOR (change by the end of the year)	
3.1.1. Increased assessment of engagement in work and studies and satisfaction with the University, the work, the Faculty (based on the 2021 value of 3.90)	2022	Evaluation of engagement in work, overall satisfaction with the FM and work – 3.95
	2023	Evaluation of engagement in work, overall satisfaction with the FM and work – 4.00
	2024	Evaluation of engagement in work, overall satisfaction with the FM and work – 4.05
	2025	Evaluation of engagement in work, overall satisfaction with the FM and work – 4.15

Activities required to achieve the long-term objective	Performance targets	Target dates (years, quarters)
3.1.1.1. Improving employee engagement and job/department/organisation satisfaction	Produce a plan of activities to increase staff engagement and satisfaction with the department and the MF	Q1, 2023
	Develop a plan to promote pedagogical excellence in the MF	Q4, 2022
	Provide team building activities/events/courses	Annually
	Introduce administration meetings with academic and non-academic staff	Once a semester
	Organise an event intended for the entire community	Once a semester
3.1.1.2. Increasing student involvement and engagement	Adapt the VU system of academic and social services for students to the needs of FM students and provide a status analysis and improvement plan	Q2, 2023
	Adapt the VU student recruitment procedure to the needs of FM students (draft student recruitment at the FM)	Q1, 2023
	Introduce meetings of the Administration with the students	Once a semester



Activities required to achieve the long-term objective	Performance targets	Target dates (years, quarters)
3.1.1.3. Employee integration and generic competences development programmes	Introduce training for staff on communication skills, intercultural communication, etc., including via the <i>University Teaches University</i> project	Once a semester
3.1.1.4. Improving the efficiency of key processes	Develop and introduce a Performance/ Responsibility matrix for those involved in personnel management	Q3, 2023
3.1.1.5. Introducing measures to reduce turnover in administrative work	Analyse the causes of non-academic staff turnover in the FM, and implement an exit system for those leaving the VU	Q2, 2023
3.1.1.6. Analysing and improving the payroll system	Prepare proposals to improve the pay arrangements for FM staff	Q3, 2023
	Prepare proposals for management on the improvement and revision of the salary matrix for non-academic staff	Once per year



3.2. INFRASTRUCTURE TO MEET FUTURE NEEDS

LONG-TERM OBJECTIVE INDICATOR	TARGET INDICATOR (change by the end of the year)	
3.2.1. Development of the Santara Camp construction and equipping of a medical science centre	2022	At least 40 per cent of the construction contract work to be completed; Equipment procurement specification prepared and approved;
	2023	All building contracts and the purchase of equipment and furniture have been completed
	2024	Science Centre operation: Stage I Alignment between the laboratories and the Simulation Centre. Involvement of scientific working groups
	2025	Finalisation of the equipment required for the scientific activities and the Simulation Centre

Activities for the purpose of attaining the long-term objective	Performance targets	Target dates (years, quarters)
3.2.1.1. Implementation of the project 'Establishment of a Science Centre at Vilnius University Faculty of Medicine'; Project no. 01.1.1-CPVA-V-701-12-0001	Completion of all construction work on the Medical Science Centre building is completed	Q4, 2023
	Recruitment of the staff for the administration of the Science Centre as a whole and the operation of the Simulation Centre	Q1, 2024
	Recruitment and selection of scientific staff to carry out research at the Science Centre	Q4, 2024



LONG-TERM OBJECTIVE INDICATOR	TARGET INDICATOR (change by the end of the year)	
3.2.2. Improving the effectiveness of operational support (community satisfaction with operational support not less than 4 out of 5)	2022	FM community satisfaction with operational support is 3.6%.
	2023	FM community satisfaction with operational support is 3.7%.
	2024	FM community satisfaction with operational support is 3.9%.
	2025	FM community satisfaction with operational support is 4.1%.

Activities required to achieve the long-term objective	Performance targets	Target dates (years, quarters)
3.2.2.1. Workplace standards	Adapt the VU Workplace and Facilities Standard for various activities at the FM	Q2, 2023
3.2.2.2. Improving the efficiency of public procurement	Critically analyse procurement preparedness in the FM and provide training for procurement initiators	Q2, 2023



LONG-TERM OBJECTIVE INDICATOR	TARGET INDICATOR (change by the end of the year)	
3.2.3. Green Faculty (activities aimed at reducing pollution, research and educational activities)	2022	Promotion of information about the Green Faculty
	2023	Completed energy audit of the buildings at M. K. Čiurlionis Street
	2024	Implementation of FM's territory landscaping project
	2025	Reduction in the pollution created by the activities by no less than 10 per cent

Activities required to achieve the long-term objective	Performance targets	Target dates (years, quarters)
3.2.3.1. Green Faculty	Develop a roadmap for the Faculty's green activities up to 2025, to include: (i) the development of infrastructure, transport, purchasing policies for the Faculty of Finance to reduce greenhouse gas emissions, (ii) research activities, (iii) educational activities	Q2, 2023
	Complete energy audit of the academic campus at M. K. Čiurlionis Street	Q4, 2023
	Establish a four-day working week	Q1, 2023



3.3. FINANCIAL GROWTH THROUGH DIVERSIFICATION OF INCOME

LONG-TERM OBJECTIVE INDICATOR	TARGET INDICATOR (Change at the end of the year)	
3.3.1. Change in revenues from R&D solutions and services and Life Learning activities (+25% compared to the previous 5-year period)	2022	Annual income increase – 3 per cent
	2023	Annual income increase – 6 per cent
	2024	Annual income increase – 8 per cent
	2025	Annual income increase – 8 per cent

Activities required to achieve the long-term objective	Performance targets	Operations completion year
3.3.1.1. Development of life-long learning (LLL)	Prepare LLL activity regulations at the FM	Q2, 2023
	Prepare rules and regulations for LLL at the FM	Q2, 2023
	Annual income increase – 3 per cent	Annually
3.3.1.2. Developing a framework for the commercialisation of science; promoting knowledge and technology transfer	Ensure the number of international patent applications filed – 1 per year	Annually
	Set up a system to support the development of research projects	Q4, 2022
3.3.1.3. Supply of equipment and services to external users	Analyse the services provided by the FM and the equipment and premises rented	Q3, 2023
	Create of a section on the FM’s website called ‘Services provided by the Faculty of Medicine’	Q4, 2023



V. SYSTEM FOR MONITORING THE IMPLEMENTATION OF THE ACTIVITY PLAN

The monitoring of the implementation of the Activity Plan shall be carried out by the Strategic Activity Plan Implementation Monitoring Group (hereinafter referred to as the Monitoring Group), chaired by the Dean and consisting of:

- the Dean
- Vice-Deans
- a representative delegated by the FM Students' Union,
- the Dean's Office Administrator (responsible for scheduling group meetings and taking minutes).

At least once a quarter, the Monitoring Group shall organise meetings to hear presentations from the curators of the Strategic Directions and Long-Term Objectives and to assess the progress of the implementation of the Activity Plan.

Early in the year (no later than 31 March), the Dean shall submit a report to the Faculty Council on the annual results achieved in the implementation of the Faculty's Strategic Activity Plan.



VILNIUS UNIVERSITY
FACULTY OF MEDICINE

www.mf.vu.lt/en