



FACULTY OF MEDICINE STRATEGIC PLAN

2022–2025

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A NOTE FROM THE DEAN



Dear colleagues,

The honour of becoming of a member of the Vilnius University family can be achieved only through careful planning and consistent work. Individuals and deeds of the past inspire us and give us the strength to live up to today's challenges for the sake of tomorrow's progress. The famous French writer Victor Hugo said, "There is nothing like a dream to create the future. Utopia to-day, flesh and blood tomorrow." The Faculty of Medicine is currently in a state of transition, transformation, and growth, which calls upon us to make every effort in our daily activities to ensure that our institution is among the best in the world.

The 2022–2025 Strategic Operational Plan of the Faculty of Medicine is based on the strategy of Vilnius University and sets out the aims, objectives, and solutions we need to implement in order to achieve top-quality research and studies and a symbiosis between the two.

Every job is important and so is the person who performs it. This plan can only be realised through our joint efforts. I wish the community of the Faculty of Medicine energy, creativity, motivation, a thirst for knowledge, and success. Do not forget to celebrate even the smallest achievements, because challenging goals can only be achieved through consensus and teamwork..

Prof. dr. Dalius Jatužis, MD
Dean of the Faculty of Medicine

I. THE FACULTY'S OPERATIONS PLANNING SYSTEM

Based on the Regulations of the Faculty of Medicine (hereinafter: the Faculty or MF), the Strategic Operational Plan (SOP) of the Faculty is drawn up in accordance with the Vilnius University Strategic Plan and the Faculty's own aims and objectives. The following are the key components of the plan:

- The mission, vision and values;
- The strategic directions, long-term objectives, and their management;
- Performance indicators of the long-term objectives and the annual change in their target values;
- A description of the monitoring system for the implementation of the plan.

The Faculty's SOP for the period stipulated in the University's Strategic Plan is approved by the Council of the Faculty on the recommendation of the dean. The dean of the Faculty of Medicine (hereinafter: Dean) is responsible for the implementation of the plan.

The Faculty's SOP is implemented by the entire community of the Faculty. The activities of the community are organised and coordinated and the necessary administrative support is provided by the administration of the Faculty under the authority of the Dean, together with the directors of the institutes of the Faculty. The activities set out in the Faculty's SOP are further detailed in the Faculty's Annual Operational Plan, which is approved by the order of the Dean.

The Dean reports to the Council of the Faculty and the rector of Vilnius University regarding the implementation of the Faculty's SOP.

At the beginning of the year (by 31 March), the Dean will submit a report to the Council of the Faculty regarding the annual performance in connection with the implementation of the Faculty's SOP.

II. OUR MISSION, VISION, AND VALUES

The mission of the Faculty of Medicine is to train highly qualified, creative, and critically thinking healthcare and pharmaceutical industry professionals by implementing all levels of the medical and health sciences study programmes and conducting fundamental and applied research together with experimental and technological development to achieve the demanding international standards in the fields of medicine and health sciences.

The vision of the Faculty of Medicine is to be a world-renowned centre for the study of medicine and health sciences in Lithuania on a par with the medical and health sciences units of leading European universities and to be an active participant in the processes of health, education, and science policy.

Values of the Faculty of Medicine (operating principles). Our activities and the relationships among members of the community are based on the following values:

- 1) freedom of science, research, creativity and teaching;
- 2) sound ethics;
- 3) the unity of science and research;
- 4) promoting the principled, cultural, experimental, social, economic and technological development of society;
- 5) the strengthening of international partnerships;
- 6) quality assurance;
- 7) solidarity, cooperation and respect among community members;
- 8) alignment and cooperation between the interests of the internal units of the Faculty;
- 9) collaborative decision-making;
- 10) positive publicity and public relations;
- 11) transparency in the allocation and use of resources and other decisions;
- 12) equal opportunities, fair competition, and other generally accepted principles of academic ethics;
- 13) a responsibility to the nation and the state of Lithuania and the promotion of openness and accountability to the public.

III. STRATEGIC DIRECTIONS, LONG-TERM OBJECTIVES, AND THEIR MANAGEMENT

In pursuit of the mission of the Faculty and efforts to make the vision of the Faculty a reality and in line with the Vilnius University Strategic Plan for 2021–2025, the focus of the community of the Faculty in its academic and administrative activities is on three priority strategic directions in 2022–2025:

1. **THE FACULTY THAT CREATES SOCIETY AND STATE:** graduates capable of addressing personal and public health issues; top-level international research; and an increasing impact on society and the state;
2. **THE CO-OPERATING FACULTY:** internationalisation of study content and development of inter-institutional partnerships;
3. **THE SUSTAINABLE FACULTY:** motivated and engaged employees and students; an infrastructure capable of meeting future needs; and financial growth through income diversification.

DIRECTION	LONG-TERM OBJECTIVE	MANAGER
1	1.1. Graduates capable of addressing personal and public health issues	1.1.1.1–1.1.1.4 - Vice-Dean for Undergraduate Studies 1.1.1.5–1.1.1.7 - Vice-Dean for Postgraduate Studies
	1.2. Top-level international research	Vice-Dean for Science and Innovation
	1.3. An increasing impact on society and the state	Vice-Dean for Science and Innovation
2	2.1. Internationalisation of study content	Vice-Dean for Undergraduate Studies
	2.2. Development of inter-institutional partnerships	Vice-Dean for Undergraduate Studies (2.2.1.1 – together with the Vice-Dean for Postgraduate Studies)
3	3.1. Motivated and engaged employees and students	Vice-Dean for General Affairs and Strategic Development (3.1.1.2 – together with the Vice-Dean for Undergraduate Studies)
	3.2. An infrastructure capable of meeting future needs	Vice-Dean for General Affairs and Strategic Development (3.2.1 – together with the Vice-Dean for Science and Innovation and the Vice-Dean for Undergraduate Studies)
	3.3. Financial growth through income diversification	Vice-Dean for General Affairs and Strategic Development (3.2.1 – together with the Vice-Dean for Science and Innovation and the Vice-Dean for Postgraduate Studies)

IV. PERFORMANCE INDICATORS AND TARGETS FOR LONG-TERM OBJECTIVES

1.1. GRADUATES CAPABLE OF ADDRESSING PERSONAL AND PUBLIC HEALTH ISSUES

PERFORMANCE INDICATOR FOR THE LONG-TERM OBJECTIVE ¹	DELIVERABLES (year-end change)	
1.1.1. Transforming the content of study programmes — a competency-based study model	2023 Introduction of the Entrustable Professional Activities (EPA) competency-based model in all medical residency programmes	
	2024 Approval by the Council of the Faculty of Medicine of the long descriptions of all the updated medical residency programmes in which assessment is based on the EPA model	
	2025 Completion of the feasibility study for the integration of the EPA model into undergraduate studies	
Activities aimed at achieving the long-term objective	Planned result	Planned term (year, quarter)
1.1.1.1. The feasibility study for the integration of the EPA model into undergraduate studies	Completion of the feasibility study for the integration of the EPA model into undergraduate studies	2025 Q3
1.1.1.2. Introducing individualised study in the first-cycle study programme	Completion of the restructuring of the study programme	2025 Q4
1.1.1.3. Training in curriculum development and the organisation of the study process	Completion of the training for members of the Study Programme Committee and coordinating lecturers	2022 Q4
1.1.1.4. Establishing a system for the training of pedagogical abilities	Completion of the following: Analysis of lecturers' training needs Training programme development Establishment of a system of qualification requirements for supervisors of medical residency	2025
1.1.1.5. Implementation of the competency-based medical residency study system	Approval by the Council of the Faculty of Medicine of the long descriptions of all the updated medical residency programmes in which assessment is based on the EPA model	2024 Q3
1.1.1.6. Ensuring competency-based functionality in medical residency	Functioning IT system for medical residency administration, a procedure for competency-based assessment, and a feedback system for residents and their supervisors	2024 Q4
1.1.1.7. Establishing a system for competency-based certification in medical residency at Vilnius University	Ensuring that competency-based certification is available to residents in all residency programmes at Vilnius University	2024 Q4

¹ The performance indicators for the long-term objectives of the Faculty of Medicine have been formulated in line with the indicators of the performance indicators of Vilnius University as set out in the Vilnius University Strategic Plan 2021–2025, adapting them to the specifics of the Faculty of Medicine: https://www.vu.lt/site_files/VILNIAUS_UNIVERSITETO_STRATEGINIS_PLANAS_20212025.pdf.

1.2. TOP-LEVEL INTERNATIONAL RESEARCH

PERFORMANCE INDICATOR FOR THE LONG-TERM OBJECTIVE	DELIVERABLES (year-end change)	
1.2.1. Increase in the number of points for a single MVDDA ² in the fields of medicine and health sciences (reference is 15 points achieved in 2020)	2022	5%
	2023	10%
	2024	15%
	2025	20%

Activities aimed at achieving the long-term objective	Planned result	Planned term (year, quarter)
1.2.1.1.1. Developing a portfolio for interdisciplinary doctoral study programme	Completion of a list of course units for the Doctoral School of Medicine and Health Sciences; preparation and approval of course descriptions	2022 Q3

PERFORMANCE INDICATOR FOR THE LONG-TERM OBJECTIVE	DELIVERABLES (year-end change)	
1.2.2. International recognition of research: increasing the number of applications for top international research fellowships/grants (ERC/MSCA IF/Horizon Europe projects)	2022	Two applications
	2023	Three applications
	2024	Three applications
	2025	Four applications

Activities aimed at achieving the long-term objective	Planned result	Planned term (year, quarter)
1.2.2.1. Developing a support system for the preparation of international research projects	A 10% increase in the number of applications for highly rated international research projects	2023 Q1
1.2.2.2. Establishment of an interdisciplinary research support fund	Two applications prepared in accordance with the VU competition procedure for interdisciplinary research projects	2024 Q1
	Two interdisciplinary workshops organised to promote the ideas and activities scientific cooperation	2024 Q1

² Full one working day equivalent of a researcher.

PERFORMANCE INDICATOR FOR THE LONG-TERM OBJECTIVE	DELIVERABLES (year-end change)	
1.2.3. Increase (50%) in the share of foreign researchers working at the Faculty of Medicine for at least a year (compared with the total number of academic personnel [reference is seven researchers in 2021])	2022	Eight researchers
	2023	Nine researchers
	2024	Ten researchers
	2025	Eleven researchers

Activities aimed at achieving the long-term objective	Planned result	Planned term (year, quarter)
1.2.3.1. Preparation and implementation of the procedure for the competition of visiting researchers and the marketing campaign	Implementation of the Vilnius University procedure for the competition of visiting researchers (including postdoctoral trainees) (competition for three open positions) ³	2024 Q1

³ https://www.vu.lt/site_files/SPN-63_Elektroniodokumentonuorašas.pdf

1.3. AN INCREASING IMPACT ON SOCIETY AND THE STATE

PERFORMANCE INDICATOR FOR THE LONG-TERM OBJECTIVE	DELIVERABLES (year-end change)
1.3.1. Expert impact on national health policy-making (qualitative indicator; quantitative indicator measured by the involvement of the representatives of the Faculty of Medicine as experts in working groups, commissions, committees, and councils for national health policy-making)	2022 At least 20 MF representatives
	2023 At least 25 MF representatives
	2024 At least 30 MF representatives
	2025 At least 35 MF representatives

PERFORMANCE INDICATOR FOR THE LONG-TERM OBJECTIVE	DELIVERABLES (year-end change)
1.3.2. Significant growth in scientific communication	2022 Identification of people able and willing to communicate on scientific topics
	2024 Development of a communication strategy for science, training for scholars (ongoing/annual)
	2024 Inclusion of PhD students in scientific communication
	2025 Implementation of communication strategy for science

Activities aimed at achieving the long-term objective	Planned result	Planned term (year, quarter)
1.3.2.1. Identification and involvement of people able and willing to communicate on scientific topics	Preparation of a list of people able and willing to communicate on scientific topics (aiming for at least one person to represent each MF unit)	2022 Q4
	Publication of the list on the MF website	2023 Q2
	Organising photo shoots of people able and willing to communicate on scientific topics in order to make more attractive presentation in the media	2024 Q4
1.3.2.2. Organising the publicity of research papers	Development of a system for publicising all PhD thesis defences through MF information channels	2023 Q1
	Preparation of dissertation-based popular science articles (at least five articles per year)	Annually from 2023 Q1
1.3.2.3. Adaptation of Open Science Policy Guidelines	Popular science: presentation of scientific topics in lectures to the public (at least three lectures per year)	Annually from 2023 Q3
	Preparation of a plan for the MF guidelines developed on the basis of the VU Open Science Policy Guidelines	2023 Q4
1.3.2.4. Open science: accessibility and dissemination of research results	10% increase in the number of full-text publications by MF employees in the eLABa system, eBooks, popular science books, and research data/sets (in the MIDAS system)	2024 Q4

2.1. INTERNATIONALISATION OF STUDY CONTENT

PERFORMANCE INDICATOR FOR THE LONG-TERM OBJECTIVE	DELIVERABLES (year-end change)
2.1.1. Conditions for all students to gain international experience not only abroad but also at home	2022 Adaptation of the VU methodology for the development of internationalisation indicators to MF activities
	2023 At least five international visiting lecturers from abroad and/or partnership associate professors and professors each year
	2024 The first-cycle nursing and midwifery study programme (for students from non-EU countries) taught in English
	2025 A sustainable portfolio of at least 20 course units taught in English

Activities aimed at achieving the long-term objective	Planned result	Planned term (year, quarter)
2.1.1.1.1. Internationalisation at home: internationalising study content	At least two applications for internationalisation of studies or educational initiatives each year	Annually
	At least five foreign visiting lecturers and/or partnership associate professors and professors recruited each year	Annually
	At least five course units in English prepared each year (except for the medical, dental, and systems biology study programmes)	Annually
	Training for lecturers in intercultural communication and foreign language skills	Once in a semester
2.1.1.2. Developing study programmes taught in English	Description of the examination procedure for admission to MF study programmes in English	2022 Q3
	First-cycle study programmes in nursing and midwifery (for students from non-EU countries) developed and accredited in English	2025
	Second-cycle study programme in public health developed and accredited in English	2025
2.1.1.3. Implementation of the Arqus strategic partnership	At least ten MF students participating in student exchange programmes run by Arqus partners and partner universities each year	Annually

2.2. DEVELOPMENT OF INTER-INSTITUTIONAL PARTNERSHIPS

PERFORMANCE INDICATOR FOR THE LONG-TERM OBJECTIVE	DELIVERABLES (year-end change)	
2.2.1. Lists of internship and residency centres supplemented with new partners; integration of the MF lifelong learning activities into the Medical Electronic System for the Administration of Qualification Training (METAS)	2024	Preparation of a list of internship centres
	2025	Data on VU lifelong learning activities will be directly fed into the Medical Electronic System for the Administration of Qualification Training (METAS)
	2025	Review of compliance of all VU residency centres with the ongoing residency programmes
Activities aimed at achieving the long-term objective	Planned result	Planned term (year, quarter)
2.2.1.1. Development of cooperation with Lithuanian and international schools, hospitals, and healthcare and related institutions and organisations	At least one new agreement for a practice centre with a Lithuanian and/or foreign institution each year	2025 Q4
	Feasibly study concerning the expansion of internship centres abroad	2025 Q1
	Implementation of the data exchange project with the Medical Electronic System for the Administration of Qualification Training (METAS)	2025 Q2
	Assessment of all residency centres for compliance with the requirements of individual residency programme cycles	2025 Q3
2.2.1.2. Attracting international students	Implementation of the nursing study programmes in English	2024 Q3
	Assessment of existing contracts with agencies attracting international students and identification of the need to initiate cooperation with new agencies	2025 Q4
	Increasing the number of international students	Annually

3.1. MOTIVATED AND ENGAGED EMPLOYEES AND STUDENTS

PERFORMANCE INDICATOR FOR THE LONG-TERM OBJECTIVE	DELIVERABLES (year-end change)	
3.1.1. Achieving higher scores in the evaluation of engagement in work and studies and satisfaction with the University, work, and Faculty (reference value of 3.90 in 2021)	2022	Evaluation of engagement in work and overall satisfaction with the Faculty and work: 3.95
	2023	Evaluation of engagement in work and overall satisfaction with the Faculty and work: 4.00
	2024	Evaluation of engagement in work and overall satisfaction with the Faculty and work: 4.05
	2025	Evaluation of engagement in work and overall satisfaction with the Faculty and work: 4.15

Activities aimed at achieving the long-term objective	Planned result	Planned term (year, quarter)
3.1.1.1. Increasing employee engagement in work and satisfaction with work/department/organisation	Preparation of a plan of activities to increase employee engagement and satisfaction with the branch department and the Faculty	2023 Q1
	Preparation of a plan of incentives for pedagogical excellence at MF	2022 Q4
	Administrative team-building	Once a year
	Meetings between administration and academic/non-academic employees	Once a semester
	Organisation of a community-scale event	Once a semester
3.1.1.2. Employee integration and generic skill development programmes	Training of generic skills of employees	Once a semester
3.1.1.3. Improving employee and process efficiency	Development of a matrix for managing employees engaged in activities	2023 Q3
3.1.1.4. Analysis of the causes for the turnover of non-academic employees	Use of the VU Interview System for job leavers at the Faculty of Medicine	2023 Q2
3.1.1.5. Analysis and improvement of the payroll system	Preparation of proposals for improving pay arrangements for MF employees	2023 Q3
	Preparation of proposals for management regarding the improvement and revision of the salary matrix for non-academic employees	Once a year

3.2. AN INFRASTRUCTURE CAPABLE OF MEETING FUTURE NEEDS

PERFORMANCE INDICATOR FOR THE LONG-TERM OBJECTIVE	DELIVERABLES (year-end change)
3.2.1. Development of the Santaros Campus: construction and fitting out of the Medical Science Centre building	2022 Completion of at least 40% of the construction work; revision of the technical design; preparation and approval of the specification for equipment
	2023 Completion of all the construction work and procurement of equipment and furniture
	2024 Phase I of the operations of the Medical Science Centre: Coordination of operations between the laboratories and the Simulation Centre; operations of research working groups
	2025 Finalisation of a list of equipment for scientific activities and the Simulation Centre

Activities aimed at achieving the long-term objective	Planned result	Planned term (year, quarter)
3.2.1.1. Implementation of the project entitled Development of the Medicine Science Centre of the Faculty of Medicine of Vilnius University; Project No 01.1.1-CPVA-V-701-12-0001	Completion of all construction work of the Medicine Science Centre	2023 Q4
	Recruitment of employees for the administration of the Medicine Science Centre and the operation of the Simulation Centre	2024 Q3
	Selection of the scientific personnel required to carry out research at the Science Centre	2024 Q4
3.2.1.2. Establishment and operation of the Simulation Centre	Operation of the Simulation Centre at the Medicine Science Centre	2025 Q4

PERFORMANCE INDICATOR FOR THE LONG-TERM OBJECTIVE	DELIVERABLES (year-end change)
3.2.2. Improving the effectiveness of operational support (community satisfaction with operational support indicator at least 4 out of 5)	2022 Satisfaction of the MF community with operational support: 3.6%.
	2023 Satisfaction of the MF community with operational support: 3.7%.
	2024 Satisfaction of the MF community with operational support: 3.9%.
	2025 Satisfaction of the MF community with operational support: 4.1%.

Activities aimed at achieving the long-term objective	Planned result	Planned term (year, quarter)
3.2.2.1. Workplace standard	Adaptation of the VU Workplace and Facilities Standard for MF activities	2023 Q2
3.2.2.2. Improving the efficiency of public procurement	Annual analysis of public procurement	Annual

PERFORMANCE INDICATOR FOR THE LONG-TERM OBJECTIVE	DELIVERABLES (year-end change)	
3.2.3. The Green Faculty model (reducing pollution generated by activities, research, and educational activities)	2022	Dissemination of information about the Green Faculty
	2023	Completion of energy performance audit of the buildings of the Faculty of Medicine on M.K. Čiurlionio Street
	2024	Implementation of the Faculty's landscaping project
	2025	At least 10% reduction in pollution from activities

Activities aimed at achieving the long-term objective	Planned result	Planned term (year, quarter)
3.2.3.1. The Green Faculty model	Preparation of the guidelines for the Green Faculty activities up to 2025, including: (i) development of MF infrastructure, transport, and procurement policies to reduce greenhouse gas emissions, (ii) research activities, (iii) educational activities	2023 Q2
	Completion of energy performance audit of the buildings of the Faculty of Medicine on M. K. Čiurlionio Street	2023 Q4

3.3. FINANCIAL GROWTH THROUGH INCOME DIVERSIFICATION

PERFORMANCE INDICATOR FOR THE LONG-TERM OBJECTIVE	DELIVERABLES (year-end change)
3.3.1. Change in revenues from R&D solutions and services and R&D&I activities (+25% compared to the previous 5-year period)	2022 Annual revenue increase of 3%
	2023 Annual revenue increase of 6%
	2024 Annual revenue increase of 8%
	2025 Annual revenue increase of 8%

Activities aimed at achieving the long-term objective	Planned result	Year of closure
3.3.1.1. Developing lifelong learning activities	Preparation of MF lifelong learning provisions and regulations	2023 Q2
	Preparation of a plan for MF lifelong learning activities	2023 Q2
	Annual revenue increase of 3%	Annually
3.3.1.2. Developing a system for commercialisation of science; promoting knowledge and technology transfer	The number of international patent applications: 1 per year	Annually
	Development of a system of support for the preparation of research projects	2022 Q4
3.3.1.3. Supply of equipment and services to external users	Analysis of MF services and lease of equipment and premises	2023 Q3
	Creation of a section entitled “Services Provided by the Faculty of Medicine” on the MF website	2023 Q4

V. A SYSTEM FOR MONITORING THE IMPLEMENTATION OF THE ACTION PLAN

The monitoring of the implementation of the Faculty's Strategic Operational Plan is carried out by the Strategic Operational Plan Implementation Monitoring Group (hereinafter MG), chaired by the Dean and consisting of:

- the Dean
- vice-deans
- a representative delegate from Student Union of the Faculty
- the administrator of the Dean's Office (responsible for scheduling MG meetings and taking minutes).

The MG will meet at least once a quarter to hear reports from the managers of the strategic direction and long-term objectives and to assess progress in the implementation of the plan.

At the beginning of the year (by 31 March), the Dean will submit a report to the Council of the Faculty regarding the annual performance in connection with the implementation of the Faculty's Strategic Operational Plan.



VILNIUS UNIVERSITY
FACULTY OF MEDICINE

www.mf.vu.lt/en