

APPROVED by Decision No. 600000-TP-8
of the Life Sciences Center Council
of Vilnius University as of 31 March 2022

STRATEGIC ACTIVITY PLAN OF THE VU LIFE SCIENCES CENTER FOR 2022–2025

Mission

The mission of the Life Sciences Center is to create and develop an ecosystem of life sciences at Vilnius University and Lithuania by conducting internationally competitive science and studies, educating new generations of scientists and innovators.

Vision

To work side by side with the best life sciences centres in Europe.

1.	VU strategic direction – Creating society and state		
	LSC strategic direction – Growing the potential of life sciences in Lithuania		
	VU long-term objective 1.1. A graduate able to solve society problems LSC long-term objective 1.1. Studies responding to modern global challenges	1.1.1. Creation of new innovative study programmes (beginning in 2022) Means: 1.1.1.1. To conduct needs analysis of the actual study programmes Indicator: To develop a survey form of employers and employees, to conduct the survey. 1.1.1.2. To develop master’s study programme in Bioinformatics Indicators: To prepare a concept of the programme in 2022. To start the implementation of the programme in 2024. 1.1.1.3. Development of a project-based master's study model Indicators: To perform an analysis of the molecular biotechnology programme. To increase the number of master's programmes using the project-based model.	<u>LSC long-term objective indicators:</u> 1.1.1. The assessment of study impact on careers (a graduate survey)
		1.1.2. Renewal of study programmes taking into account modern global challenges (beginning in 2022) Means: 1.1.2.1. To increase the flexibility of study programmes Indicator:	

	<p>To increase opportunities for parallel studies in the LSC study programmes: by increasing the number of elective subject blocks in study programmes and encouraging the choice of individual study plans, including subjects not only from life sciences, but also from fields of study close to them.</p> <p>1.1.2.2. To review and update general competencies of study programmes Indicator: To renew descriptions of programmes.</p> <p>1.1.2.3. To develop and implement a student internship information system Indicators: Ads of internships on the LSC page in 2022. An operational information system in 2024.</p> <p>1.1.2.4. To strengthen the didactic competences of doctoral students and academic staff Indicators: To create a system for promoting the development of didactic (methodological) articles, teaching aids and textbooks. To develop a model for increasing didactic competences (courses and mentoring for doctoral students and beginning teachers).</p>	
<p>VU long-term objective 1.2 Research of a high international level</p> <p>LSC long-term objective 1.2. Growing visibility of LSC</p>	<p>1.1.3. System for monitoring the impact of studies on the careers of the LSC graduates (beginning in 2023) Means: 1.1.3.1. To initiate monitoring of the LSC graduates, including creation of alumni network, employability analysis, monitoring of survey system, etc. Indicators: To appoint a responsible person in 2022. To describe the monitoring procedure in 2023. To create a database of graduates in 2023.</p> <p>1.2.1. Improving the quality of research results Means: 1.2.1.1. Review of research topics, initiation and development of new topics Indicator: To establish and make operational the International Advisory Council (2022–2023), which will periodically make proposals regarding the development of research topics developed by the LSC and new topics. 1.2.1.2. To promote the dissemination of high-impact research works (widely cited publications, open scientific data, open databases, preprints, publication of articles in high-ranking journals) Indicators: To revise procedure of awards for scientific achievements in 2023. To draw up the LSC Open Science Guidelines in 2023.</p>	<p><u>LSC lon-term objective indicators:</u> 1.2.1. Growth in the number of foreign projects and the funds received from them 1.2.2. Growth in the number of researchers from abroad (who have worked or studied abroad for at least 2 years) working</p>

<p>in international research environment</p>	<p>1.2.2. Mastering of the world's best practices and attraction of competences Means: 1.2.2.1. Career planning of scientific and pedagogical staff Indicators: To perform an analysis of academic career expectations and needs. To develop career description of the LSC academic staff. 1.2.2.2. Talent recruitment and competence development system Indicators: Guidelines for the recruitment and training of principal investigators. Plan for recruiting and training young researchers. Internal system of postdoctoral internships.</p>	<p>at VU for at least a year (to determine how many such researchers we have now and monitor the annual change). 1.2.3. Growth in the number of high-level publications.</p>
<p>VU lon-term objective 1.3. Growing influence in society and the state</p> <p>LSC long-term objective 1.3. Growing influence in society and the state</p>	<p>1.3.1 Development of the LSC leadership in Lithuania (2022–2025) Means: 1.3.1.1. Development of expert activities important to the state Indicators: Register of expert qualifications of employees. Procedure for evaluation and promotion of expert activities in 2022. 1.3.1.2. To prepare and implement an external communication plan Indicators: Development and implementation of the strategy of communication with state institutions in 2023–2025. Plan of communication to the public in 2022. Partnership with science popularization journalists/shows in Lithuania and abroad. 1.3.1.3. Transfer of scientific knowledge Indicators:</p>	<p><u>LSC long-term objective indicators:</u> 1.3.1. VU) Impact on the formation of state policy (the evaluation methodology is planned to be developed by VU) 1.3.2. Significant growth in science communication (number of media mentions of the LSC) 1.3.3. Attracting the best students to all levels of</p>

	<p>Science-business communication tools (joint events, discussions) in 2022–2025. Start-ups promotion strategy. Joint scientific-business projects. Intellectual Property Support and Transfer Plan in 2024.</p>	<p>studies (increasing the competitive score of those enrolled in bachelor's studies, increasing competitions for master's and doctoral studies) 1.3.4. Number of start-ups founded by the LSC staff/students.</p>
<p>VU long-term objective 1.4. The pedagogy of the 21st century</p> <p>LSC long-term objective 1.4. A school that responds to modern and global challenges</p>	<p>1.4.1. Establishment and development of the biological education centre Means: 1.4.1.1. To create a system for the involvement of the LSC employees in teacher training, competence improvement and professional qualification development activities and promotion for them Indicators: To make operational the biological education cabinet (laboratory) in 2022. To create a package of qualification courses and didactic tools in the field of life sciences meeting the challenges of the 21st century society and the needs of modern schools in 2023.</p> <p>1.4.1.2. Development of STEAM educational activities by the LSC community members Indicators: STEAM activities analysis and development plan. Development and implementation of a model for the early inclusion of pupils of the highest abilities in the LSC community in 2023–2025.</p>	<p><u>LSC long-term objective indicators:</u> 1.4.2. Involvement in the STEAM education ecosystem (number of participation cases in the STEAM education events) 1.4.3. Strengthening competence in biology didactics that meets modern challenges (number of teachers who participated in the LSC training).</p>
<p>2. VU strategic direction - Collaborative LSC strategic direction - LSC is an inseparable part of the European life sciences community</p>		
<p>VU long-term objective 2.1. Interdisciplinary and international</p>	<p>2.1.1. EMBL, Instruct-ERIC and Arqus Alliance partnerships and development of partnership (2022–2025) Means: 2.1.1.1. To apply models of interdisciplinary and international activity Indicators: To establish a research site for Instruct-ERIC in the LSC. To organize trainings and seminars in the Instruct-ERIC network (one per year; in total: 3 (three)).</p>	<p><u>LSC long-term objective indicators:</u> 2.1.1.1. Number of community members involved in</p>

<p>research and studies LSC long-term objective 2.1. Interdisciplinary and international research and studies</p>	<p>2.1.1.2. International conference and/or a cycle of seminars is organized Indicator: A conference/a cycle of seminars – 1 event.</p> <p>2.1.1.3. To initiate applications for projects within the framework of the Arqus Alliance membership Indicator: To initiate an application in the Arqus Alliance – 1 item.</p> <p>2.1.1.4. To create a fund to pay for the visits of guest scientists/lecturers</p>	<p>EMBL, Instruct-ERIC and Arqus Alliance membership and partnership activities</p>
	<p>2.1.2. Conditions for students to gain international study experience created (2022–2025) Means: 2.1.2.1. To conduct an audit of the process of attracting students from abroad and prepare an action plan to optimize the process Indicator: To carry out an audit and to prepare an action plan</p> <p>2.1.2.2. To create a concept and procedure for internships (e.g., "Summer School"). Indicator: To organize one school – one item.</p> <p>2.1.2.3. To implement mobility windows in the LSC study programmes Indicator: “To open” the mobility window – one item.</p>	<p>2.1.2.1. The share of students who gained international experience - 20%</p>
	<p>2.1.3. Development of interdisciplinary collaboration and interdisciplinarity (2022–2025) Means: 2.1.3.1. Interdisciplinary modules in the first and second cycles study programmes 2.1.3.2. Interdisciplinary final theses in the first and second cycles study programmes Indicator: Interdisciplinary modules and interdisciplinary final theses - 2 pcs.</p> <p>2.1.3.3. Interdisciplinary meetings Indicator: Interdisciplinary meetings – 8 pcs.</p>	
	<p>2.1.4. Active international exchange (2022–2025) Means: 2.1.4.1. Visits and traineeships of foreign researchers* at LSC 2.1.4.2. Visits and traineeships of the LSC researchers in foreign centres* (EMBL, Instruct-ERIC, FEBS and others) Indicator: The number of incoming and outgoing researchers for traineeships.</p>	

		*the duration of the traineeship is at least 15 days.	
3.	VU strategic direction - Sustainable university		
	LSC strategic direction - Sustainable university and motivated LSC community		
	VU long-term objective 3.1. Motivated employees and engaged students LSC long-term objective 3.1. Motivated employees and engaged students	3.1.1. Promoting communality (2022–2025) Means: 3.1.1.1. Establishment of community traditions Indicator: Number of traditional events – 4 pcs. 3.1.1.2. Integration of members of the foreign community Indicators: To apply bilingualism in documents and communication. To prepare the procedure for the integration of foreigners. 3.1.1.3. Creation of an informal communication environment Indicator: Promotion of informal activities, events, volunteering, increasing the number of recreation areas, etc. 3.1.2. Promoting the psychological and emotional well-being of the LSC community Means: 3.1.2.1. To prepare and implement the plan for strengthening the community's psychological well-being and emotional health Indicator: To prepare a plan for strengthening psychological well-being and emotional health. 3.1.2.2. To develop employee leadership competencies (team management, from leading students to group/department/institute) Indicator: The number of personnel who participated in competence development courses. 3.1.3. Increasing the capacity of support for science and studies (2022–2023) Tools: 3.1.3.1. Audit and optimization of available non-academic administrative personnel resources Indicators: To carry out an audit of the administrative staff. Identification of critical administration points and optimization of human resources. 3.1.3.2. Description of activities processes (procurement, projects, employment, dismissals, work safety, etc.) Indicator:	<u>LSC long-term objective indicators:</u> 3.1.1. Assessment of annually growing engagement in work and studies and satisfaction with the organization, work. 3.1.2. Optimization of administrative positions

	Number of procedures described.	
VU long-term objective 3.2. Infrastructure that ensures future needs LSC long-term objective 3.2. Infrastructure that ensures future needs	3.2.1. Development and renewal of infrastructure (2022–2025) Means: 3.2.1.1. Search and assessment of the LSC premises and infrastructure development opportunities Indicator: To prepare a development plan. 3.2.1.2. To develop a procedure for ensuring the functioning of the infrastructure (how we organize access to the infrastructure, who maintains and repairs the equipment and at what cost, who buys new equipment and with what funds) Indicator: To prepare a procedure in 2023. 3.2.1.3. Preparation and implementation of the open access development plan Indicator: To prepare a plan that clearly describes the OAC's vision and human and financial resources. 3.2.1.4. Designing a strategy for data collection and storage Indicator: To assess data collection infrastructure needs and costs.	<u>LSC long-term objective indicators:</u> 3.2.1. Development and maintenance of scientific and study infrastructure of the LSC
	3.2.2. The Green LSC (2022–2025) Means: 3.2.2.1. Responsible waste management and use of resources Indicator: To prepare documents and descriptions for sustainable use. 3.2.2.2. Eco-projects and educational projects for the community and society Indicator: To increase the number of lectures and events. 3.2.2.3. Building of a solar power plant for the LSC building Indicator: A feasibility study of using the solar power plant in the LSC.	<u>LSC long-term objective indicators:</u> 3.2.2. The Green LSC, development of plan on emission reduction and responsible use of resources and dissemination projects

<p>VU long-term objective 3.3. Financial growth through income diversification Financial growth through income diversification</p> <p>LSC long-term objective 3.3. Financial sustainability and risk management.</p>	<p>3.3.1. Adoption and implementation of financial sustainability measures (2022–2025)</p> <p>Means: 3.3.1.1. Attracting funding from international research funds Indicator: The number of new projects financed by international research funds.</p> <p>3.3.1.2. Search for research-business and other financial instruments Indicator: Number of new financial instruments.</p> <p>3.3.1.3. Assessment of the need to accumulate financial reserves Indicator: Size of financial reserves.</p>	<p><u>LSC long-term objective indicators:</u> 3.3.1. Attracting new financial instruments and accumulating reserve.</p>
--	--	--