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### Outline of the Operational Programme

As a candidate for the position of Director of the Life Sciences Centre, I see the following priorities:

1. Strengthening research quality and internationalisation.
2. Strengthening the unity of science and studies.
3. Developing an ecosystem of innovation and start-up companies.
4. Strengthening community and mutual trust.

I believe that it is the duty of a leader to build an effective team and to allocate work appropriately through discussion. I plan to have three deputies in the team, whom I have already consulted and who would agree to contribute:

1. Kastis Krištopaitis - Deputy for General Affairs.
2. Ingrida Prigodina-Lukošienė - Deputy for Studies.
3. Vytautė Starkuvienė-Erfle - Deputy for International Affairs.

Together with Kastis, we would aim to ensure a smooth flow of documentation (minutes of meetings, hive responsibilities, financial management, etc.). It will be important to improve computer networking services, ensure job security (specialist search and retention), etc. We will try to converge financial incentives and other existing arrangements between the Institutes. We will look for ways to financially strengthen the budgets of researchers and their teams.

Together with Ingrida, we will review all LSC activities related to studies. One of the most important tasks I see is to improve the system of student placements. At the moment, the number of students is high and it is difficult for them to find internships. It is important to assess how many internships the LSC can create. This could also be done by creating a system of incentives for managers based on the number of students they take on. However, the most important task is to ensure the unity of science and studies, to equalise the status and prestige of lecturer and researcher, to encourage researchers to teach and to combine teaching with research. It will also be important to ensure the Bologna process at the LSC.

Vytautė would contribute to ensuring and developing EMBL activities at LSC. Together with her, we would take care of the promotion of internationalisation, both in terms of attracting students from

abroad, organising international events and visiting scholars' seminars, and representing the LSC in international organisations and scientific societies. I see an important challenge as increasing international grant wins.

I want to strengthen the confidence of all LSC scientists, to strengthen the debate on how to help scientists to produce research of the highest possible quality and to publish at the highest possible level. I am thinking of organising more conversations with research teams, to look at their needs and how LSC management can contribute to their success. I hope to encourage the strongest research groups to share their experiences more widely with others.

The Director's main tasks are not only to ensure the sustainability of the activities of the Life Sciences Centre, but also to expand, to ensure the development of the infrastructure, and to raise its international profile. I will take care of LSC affairs at meetings and events of the Lithuanian Government, Parliament, ministries, agencies and other organisations. I see as a very important goal the strengthening of relations with Lithuanian biotechnology companies and increasing their influence in supporting LSC's educational and scientific activities.

Although I am well aware that the Director's position will be very demanding, once the day-to-day running of the LSC has been secured, I plan to devote about half of my time to research, which I am currently doing as Head of the Biothermodynamics and Drug Discovery Unit at the Biotechnology Institute. I strongly believe that a Director must also be a high-level scientist, taking the time to read the literature, to peer-review papers and to publish high-level publications. I currently supervise five PhD students. The department has about 30 staff and students, and there are a number of projects that I manage. I also work for a VU start-up company that carries out applied research to try to develop products that are on the path towards biomedical applications. I plan to continue all this work and combine it with my directorship.

Sincerely,

Prof. Daumantas Matulis