



## **UNIVERSITY OF GDAŃSK STRATEGY for the years 2025-2030**

### **1. MISSION**

The mission of the University of Gdańsk is to provide the highest standard of education combined with top-quality scientific research, to shape civic attitudes and to participate in social development while co-creating an innovation-based economy.

### **2. VISION**

Established in 1970, the University of Gdańsk is a cutting-edge institution, located by the Baltic Sea and guided by the motto "In mari via tua". The University of Gdańsk's autonomy, creativity and involvement in the development of top-quality education and advancement of scientific research, accompanied by respect for tradition and commitment to integrating the academic community with the business environment constitute its defining features, recognised in Poland, Europe and worldwide.

The University of Gdańsk strives to be a research university, actively participating in the development of scientific culture on both the national and international levels, rooted in a values-based management model, promoting interdisciplinary scientific communication, cooperation, creative involvement, and fostering an academic community.

The University of Gdańsk is open to all individuals who, through their knowledge, creative involvement and attitude contribute towards the strengthening of its recognition and who, by working for the common good, seek to promote the success of the academic community.

### **3. VALUES**

The core values of the University of Gdańsk include the rational pursuit of truth, adherence to the best international scientific standards, and the provision of modern education to support socio-economic development. The commitment to creating knowledge and building connections as well as solving the problems of the academic community is supported by social dialogue, conducted in the spirit of mutual respect, trust, and tolerance for the diversity of views. At the University of Gdańsk intellectual values are created and communicated with respect for freedom of speech and conscience, freedom of teaching and scientific research as well as freedom of artistic creativity.

### **4. METHODOLOGY FOR DEVELOPING THE STRATEGY, MONITORING ITS IMPLEMENTATION AND REPORTING ON ITS PROGRESS**

The University of Gdańsk Development Strategy for the years 2025-2030 has been devised by means of a participatory model, with the involvement of over 70 representatives of various University units, including

process owners. The Strategy was created with the participation of the Rector's board, deans and deputy deans as well as directors and heads of organisational units.

The four pillars of the UG's general strategy comprise its so-called perspectives which, according to the methodology of strategic planning based on a balanced scorecard, have been respectively cascaded into strategic and operational objectives and further into strategic tasks. Within all four perspectives, a balance has been adopted with regard to the levels of significance, each of them constituting 25% of the general strategy. The components of these perspectives consist of weighted sets of strategic objectives, each with varying levels of importance, followed by operational objectives.

For the four perspectives of the University of Gdańsk, 20 strategic objectives have been formulated, five for each perspective. Each strategic objective has been assigned five operational objectives, which has resulted in a total of 100 operational objectives.

A pioneering information management system, which also functions as a dynamic, continuously updated data repository, constitutes an important element in the implementation of future tasks at the UG (2025 – 2030), enabling the management of both the University's general strategy and the strategies of its 11 faculties. As a tool, it allows for the monitoring of the current level of implementation of the agreed and adopted strategic and operational objectives, not only on an annual basis. The innovative IT/UG STRATEGY Module, intended for this purpose, aims to facilitate future work on the ongoing evaluation of the Strategy, in response to changing internal and external conditions.

The further cascading of the strategic tasks from the UG Development Strategy into faculty strategies does not adopt a simple mechanism based on the principles of proportionality. What is taken into account is the individual character of each of the University's faculties which, given their fundamental differences, must retain their right to autonomy, distinctiveness and decision-making. When delegating specific tasks at the faculty level, there will therefore be room for introducing autonomous strategic objectives, while ensuring that they remain aligned with the general strategy of the University of Gdańsk.

The University of Gdańsk Development Strategy for the years 2025-2030 has been developed by means of an interdisciplinary approach, with particular emphasis on the hierarchy criterion within the University's organisational structure. The draft Strategy was subject to extensive multi-tier consultations, both during strategic workshops (22 October, 5 and 8 November 2024) and at the session of the Senate Committee for Organisation and Strategy and, following assessment by the University Council, it was finally adopted by the UG Senate on 19 December 2024. The Strategy may be considered innovative in many respects, as it is based on the Balanced Scorecard method, adopts a dynamic reporting approach, defines the development path for all University units and has been devised in cooperation with all objective owners, taking into account the broadest and most representative perspectives.

## **5. STRATEGIC PERSPECTIVES**

The realisation of the vision of the University of Gdańsk as a research university, actively involved in the development of scientific culture at both the national and international levels, will be achieved through four strategic objectives, encompassing all three components of the University's mission as well as its space for internal self-improvement: (1) education, (2) scientific research, (3) its relationships with the socio-economic environment and (4) efficient University management. Consequently, the implementation of the UG Development Strategy will proceed in a balanced manner, ensuring the University's harmonious development in all four key areas (BSC perspectives):

1. The highest level of university education
2. The highest quality in scientific research and innovation development
3. Openness, social responsibility and internationalisation of the University
4. The highest level of efficiency in University management

## 5.1. The highest level of university education

The first perspective of the UG Development Strategy will be achieved through the implementation of five strategic objectives, each divided into further five operational objectives and numerous actions aimed at, amongst others, providing comprehensive support for the education process, equipping students and doctoral students with cutting-edge knowledge to enhance their innovative abilities as well as the skills and competences necessary for addressing both personal and professional challenges. The University aspires to educate and prepare open-minded graduates who are capable of finding their own place in a changing world, undertaking ambitious challenges and remaining aware of their social role, regional identity and national ties.

| <b>1. HIGHEST LEVEL OF UNIVERSITY EDUCATION</b> |  |   |            |
|---|--|---|------------|
| <b>1.1.</b>                                     | <b>Modern education focused on fostering inclusivity, dialogue and participation</b>                             |   | <b>30%</b> |
|   | 1.1.1.   | Increasing the active participation of various stakeholder groups in the process of creating, implementing and evaluating the educational offer   | 20%        |
|   | 1.1.2.   | Continuously updating the educational offer with content promoting diversity, inclusivity and multiculturalism, including an international perspective  | 20%        |
|   | 1.1.3.   | Increasing access to education for individuals with diverse needs   | 20%        |
|   | 1.1.4.   | Increasing access to resources and tools supporting the development of student and doctoral projects and grassroots initiatives   | 20%        |
|   | 1.1.5.   | Expanding the offer of interdisciplinary and microlearning initiatives in the field of education and increasing the range of courses and training programmes                                    | 20%        |
| <b>1.2.</b>                                     | <b>Attracting, discovering and supporting the talents of all students and doctoral students</b>                  |   | <b>20%</b> |
|   | 1.2.1.   | Strengthening the individualisation of education through mentoring, tutoring and the flexibility of study programmes; promoting interdisciplinarity and developing transversal competences      | 30%        |
|   | 1.2.2.   | Increasing the involvement of students and doctoral students in scientific and organisational initiatives at the University   | 20%        |
|   | 1.2.3.   | Coordinating the process of talent development (identifying and outlining development paths)  | 20%        |
|   | 1.2.4.   | Establishing partnerships with educational institutions, particularly primary and secondary schools   | 15%        |
|   | 1.2.5.   | Expanding the environment for the cultural, social and sports development of students and doctoral students   | 15%        |
| <b>1.3.</b>                                     | <b>Building a culture of continuous competence development for individuals involved in the education process</b> |   | <b>20%</b> |
|   | 1.3.1.   | Increasing the availability of training programmes and workshops on modern teaching methods, the use of technology in didactics and developing interpersonal skills, aimed at academic teachers | 25%        |
|   | 1.3.2.   | Increasing the competences and qualifications of administrative staff assisting students and doctoral students  | 20%        |
|   | 1.3.3.   | Systematically evaluating the needs and experiences of teachers, the expectations of students and the implementation of the didactic process  | 20%        |
|   | 1.3.4.   | Expanding online education resources, particularly courses, teaching materials and webinars   | 15%        |
|   | 1.3.5.   | Implementing initiatives which promote didactic innovation, including competitions, and developing a transparent incentive scheme in this regard  | 20%        |
| <b>1.4.</b>                                     | <b>Developing an integrated system for improving the quality of education</b>                                    |   | <b>15%</b> |
|   | 1.4.1.   | Regularly reviewing the educational offer to ensure its relevance and compliance with regulations, needs of the labour market and trends in education   | 20%        |
|   | 1.4.2.   | Improving questionnaire methods applied in the process of evaluating the quality of education   | 15%        |
|   | 1.4.3.   | Devising an integrated system for collecting and analysing data regarding the quality of education  | 25%        |

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|             | 1.4.4.  | Improving the quality of education through support groups (onboarding, mentoring, supervision)   | 25%        |
|             | 1.4.5.  | Increasing the accessibility of didactic tools to assist the process of education, including ethical and lawful use of artificial intelligence | 15%        |
| <b>1.5.</b> | <b>Shaping a positive perception of the University as an environment for learning and development</b> |  | <b>15%</b> |
|             | 1.5.1.  | Systematically implementing actions to promote the University as a place of learning   | 20%        |
|             | 1.5.2.  | Promoting the achievements of students, doctoral students and graduates  | 20%        |
|             | 1.5.3.  | Strengthening the openness of the information policy   | 20%        |
|             | 1.5.4.  | Organising events involving graduates, aimed at promoting the University   | 20%        |
|             | 1.5.5.  | Tracking the careers of graduates  | 20%        |

## 5.2. The highest quality in scientific research and innovation development

It is the ambition of the University of Gdańsk to achieve the status of a research University. The five strategic objectives for this perspective, defined and described below and accompanied by 25 specific operational objectives, are intended to provide comprehensive support to an unrestricted, profound and creative exploration of research space from a cognitive and applicative perspective as well as to strengthen the involvement of University researchers in solving fundamental socio-economic issues at both national and international levels. The planned systemic solutions are intended to provide intensive support to University researchers in their individual and team endeavours, particularly in interdisciplinary and international activities.

| <b>2. HIGHEST QUALITY IN SCIENTIFIC RESEARCH AND INNOVATION DEVELOPMENT</b> |   |  |            |
|---|---|--|------------|
| <b>2.1.</b>   | <b>Increasing the quality of scientific activity</b>                                    |  | <b>25%</b> |
|   | 2.1.1.  | Increasing the number of most prestigious international publications while taking into account the specific nature of scientific disciplines   | 35%        |
|   | 2.1.2.  | Increasing the contribution of external sources to financing scientific activity   | 20%        |
|   | 2.1.3.  | Intensifying activities aimed at strengthening priority research areas   | 15%        |
|   | 2.1.4.  | Conducting intensive activities focused on achieving research university status  | 25%        |
|   | 2.1.5.  | Enhancing the internal system for planning and monitoring scientific activity  | 5%         |
| <b>2.2.</b>   | <b>Developing the potential of scientific staff</b>                                     |  | <b>25%</b> |
|   | 2.2.1.  | Supporting the potential of scientific staff through internal incentive programmes   | 25%        |
|   | 2.2.2.  | Updating the development policy in the research and didactic as well as research employee groups   | 25%        |
|   | 2.2.3.  | Increasing the number of training sessions and courses to enhance the competences of scientific staff  | 10%        |
|   | 2.2.4.  | Intensifying activities which support initiatives related to the creation of new research teams  | 20%        |
|   | 2.2.5.  | Developing and implementing a programme for recruiting outstanding doctoral students and scientists  | 20%        |
| <b>2.3.</b>   | <b>Enhancing the system for financing science</b>                                       |  | <b>20%</b> |
|   | 2.3.1.  | Enhancing the incentive programme which supports the involvement of scientific staff in obtaining external funding                             | 15%        |
|   | 2.3.2.  | Providing organisational and financial support to priority research areas, including the continued operation of International Research Centres | 25%        |
|   | 2.3.3.  | Identifying and using new sources of funding for scientific research   | 25%        |
|   | 2.3.4.  | Optimising the financial efficiency of scientific research   | 15%        |
|   | 2.3.5.  | Maintaining the qualitative allocation of internal funds for scientific activity   | 20%        |
| <b>2.4.</b>   | <b>Strengthening the relations between scientific activity, society and the economy</b> |  | <b>15%</b> |
|   | 2.4.1.  | Implementing joint projects and development work with social institutions and economic entities  | 15%        |
|   | 2.4.2.  | Promoting and disseminating research results through diverse communication channels  | 10%        |

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|             | 2.4.3.  | Increasing the number of research projects and development work with an applied focus  | 25%        |
|             | 2.4.4.  | Supporting the transfer of scientific research results to the economy  | 25%        |
|             | 2.4.5.  | Addressing current and socially or economically significant research problems  | 25%        |
| <b>2.5.</b> | <b>Strengthening the scientific position in the international arena</b> |  | <b>15%</b> |
|             | 2.5.1.  | Increasing the number of employees undertaking scientific internships abroad   | 15%        |
|             | 2.5.2.  | Intensifying activities aimed at increasing the number of research studies and the participation of international scientists in doctoral education | 15%        |
|             | 2.5.3.  | Intensifying activities to promote project cooperation with international partners   | 30%        |
|             | 2.5.4.  | Undertaking activities to promote the University's scientific staff and research potential on the international stage                              | 25%        |
|             | 2.5.5.  | Implementing an organisational support programme for international scientists intending to conduct their scientific research at the UG             | 15%        |

### 5.3. Openness, social responsibility and internationalisation of the University

The University of Gdańsk aims to be an open, socially responsible and engaged university. These ambitions will be materialised through: creating and strengthening the ties between the University and the socio-economic environment using new forms of cooperation, equipping graduates with a range of key competences to meet the needs of the state, particularly the economy and the labour market, as well as popularising and enhancing national and universal cultural goods as important attributes of the national and European identity. These goals will be achieved through the implementation of the strategic tasks outlined in the five strategic objectives presented below and further cascaded into a total of 25 operational objectives.

| <b>3. OPENNESS, SOCIAL RESPONSIBILITY AND INTERNATIONALISATION OF THE UNIVERSITY</b> |  |  |            |
|--|--|--|------------|
| <b>3.1.</b>  | <b>Strengthening the position of the University as an international academic campus</b>                              |  | <b>20%</b> |
|  | 3.1.1.   | Professionalising the administrative support of foreign stakeholders   | 25%        |
|  | 3.1.2.   | Sustainable internationalisation   | 20%        |
|  | 3.1.3.   | Education through engagement – developing Service-Learning at the University of Gdańsk   | 15%        |
|  | 3.1.4.   | Building the international visibility and brand of the University  | 20%        |
|  | 3.1.5.   | Enhancing the processes and tools supporting the internationalisation of the University  | 20%        |
| <b>3.2.</b>  | <b>Supporting social and economic transformation processes aimed at achieving sustainable development objectives</b> |  | <b>25%</b> |
|  | 3.2.1.   | Developing cooperation for the green transition  | 25%        |
|  | 3.2.2.   | Enhancing the competences of the academic community and external stakeholders in sustainable development                             | 20%        |
|  | 3.2.3.   | Developing cultural and social activity  | 20%        |
|  | 3.2.4.   | Developing the offer of non-formal education and popularising science in the external environment                                    | 15%        |
|  | 3.2.5.   | Supporting the regional economic and local-government community in undertaking and implementing actions for sustainable development  | 20%        |
| <b>3.3.</b>  | <b>Effective implementation of the diversity policy (including equality and inclusivity) at the University</b>       |  | <b>15%</b> |
|  | 3.3.1.   | Shaping the academic community's awareness of the issues of equality and inclusivity   | 25%        |
|  | 3.3.2.   | Shaping the academic community's attitudes regarding the issues of equality and inclusivity  | 25%        |
|  | 3.3.3.   | Strengthening support for individuals with disabilities and enhancing psychological assistance for members of the academic community | 25%        |
|  | 3.3.4.   | Enhancing the tools for regular monitoring and reporting of progress in the implementation of the equality and inclusivity policy    | 15%        |
|  | 3.3.5.   | Developing actions to support work-life balance  | 10%        |

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| <b>3.4.</b> | <b>Increasing the level of commercialisation of services and intellectual property rights for and in cooperation with the surrounding environment</b> |  | <b>25%</b> |
|             | 3.4.1.  | Improving the organisational and legal frameworks to ensure effective commercialisation of products, services and intellectual property rights | 20%        |
|             | 3.4.2.  | Enhancing the model of cooperation with the socio-economic environment   | 20%        |
|             | 3.4.3.  | Improving the processes and tools for communicating with the business environment  | 20%        |
|             | 3.4.4.  | Enhancing the model of internal communication in the area of knowledge and technology commercialisation  | 20%        |
|             | 3.4.5.  | Supporting the academic entrepreneurship development programme   | 20%        |
| <b>3.5.</b> | <b>Striving to achieve climate neutrality</b>   |  | <b>15%</b> |
|             | 3.5.1.  | Developing the non-financial reporting system  | 20%        |
|             | 3.5.2.  | Developing the green procurement policy  | 20%        |
|             | 3.5.3.  | Shaping the attitudes and behaviours of the academic community regarding the reduction of greenhouse gas emissions                             | 20%        |
|             | 3.5.4.  | Improving the academic community's cooperative culture for achieving climate neutrality  | 20%        |
|             | 3.5.5.  | Shaping sectoral policies for achieving climate neutrality   | 20%        |

#### 5.4. The highest level of efficiency in University management

The fourth strategic perspective has been outlined in five subsequent strategic objectives, divided further into 25 operational objectives. These will lead to, among other things, building the economic and financial stability of the University through prudent management and the strengthening of its financial potential, developing the management information system, enhancing the potential and qualifications of administrative staff, rational and efficient management of material resources as well as appropriate and response-oriented management of the multiple facets of the safety and quality of work at the UG.

| <b>4. HIGHEST LEVEL OF EFFICIENCY IN UNIVERSITY MANAGEMENT</b> |  |   |            |
|--|--|---|------------|
| <b>4.1.</b>  | <b>Managing public finances in a prudent manner and maintaining stable economic and financial standing</b> |   | <b>25%</b> |
|  | 4.1.1.   | Enhancing planning, budgeting and controlling processes   | 20%        |
|  | 4.1.2.   | Optimising managerial decisions influencing the maximisation of results from the subsidy algorithm – field studies and sensitivity analyses   | 15%        |
|  | 4.1.3.   | Providing systemic solutions to optimise the levels and structure of fixed and variable costs   | 15%        |
|  | 4.1.4.   | Optimising financial results and implementing planned budgets at faculties and in general-university units  | 25%        |
|  | 4.1.5.   | Effectively managing the level and structure of the University's funding  | 25%        |
| <b>4.2.</b>  | <b>Developing the Management Information System (SIZ UG)</b>   |   | <b>25%</b> |
|  | 4.2.1.   | Expanding and optimising relational databases and introducing management dashboards to enable ongoing analysis of key performance indicators  | 30%        |
|  | 4.2.2.   | Continuously developing domain-specific metrics, implemented on the management platform in a cascading arrangement for each faculty and general-university unit                               | 10%        |
|  | 4.2.3.   | Strengthening communication with internal stakeholders to enhance the cooperative culture and facilitate the efficient flow of information between the organisational units of the University | 20%        |
|  | 4.2.4.   | Electronic document flow – digitising the circulation of internal organisational data and its transmission mechanisms   | 30%        |
|  | 4.2.5.   | Updating the SIZ system in response to changing regulatory requirements and current technological solutions   | 10%        |
| <b>4.3.</b>  | <b>Enhancing the qualification and competence potential of the University's administrative staff</b>       |   | <b>20%</b> |
|  | 4.3.1.   | Building an effective system of stabilising the employment of staff with the highest qualifications in order to implement the UG Staff Development Policy                                     | 20%        |

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|             | 4.3.2.  | Aligning employee responsibilities with the organisational structure and the progress in the implementation of the Strategy  | 25%        |
|             | 4.3.3.  | Ensuring the professional development of employees focused on the achievement of the University's strategic objectives   | 25%        |
|             | 4.3.4.  | Strengthening the position of the UG as an attractive workplace  | 20%        |
|             | 4.3.5.  | Modernising the University's work infrastructure, also in relation to remote work  | 10%        |
| <b>4.4.</b> | <b>Optimising the use of material resources and developing infrastructure</b> |  | <b>15%</b> |
|             | 4.4.1.  | Increasing efficiency in the use of infrastructure   | 20%        |
|             | 4.4.2.  | Optimising processes related to the construction, modernisation or maintenance of existing infrastructure in accordance with the principles of sustainable development and energy efficiency | 25%        |
|             | 4.4.3.  | Developing and implementing a monitoring system for new and existing equipment to optimise the management of resources and increase energy efficiency  | 10%        |
|             | 4.4.4.  | Increasing the attractiveness of the commercial use of the University's infrastructure and aligning it with current needs while adhering to the principles of competitiveness                | 20%        |
|             | 4.4.5.  | Optimising investment processes related to the development of new infrastructure   | 25%        |
| <b>4.5.</b> | <b>Raising safety and quality standards at the University</b>                 |  | <b>15%</b> |
|             | 4.5.1.  | Evaluating the work safety policy  | 20%        |
|             | 4.5.2.  | Increasing the knowledge and awareness of the academic community regarding the culture of work safety and health protection  | 20%        |
|             | 4.5.3.  | Evaluating and improving the information security management systems   | 20%        |
|             | 4.5.4.  | Increasing the resilience of information systems to cyber and ICT threats  | 20%        |
|             | 4.5.5.  | Increasing the efficiency of managing key risk areas to ensure continuous operation of the University  | 20%        |