



MEDICAL  
UNIVERSITY  
OF LODZ



# DEVELOPMENT STRATEGY OF THE MEDICAL UNIVERSITY OF LODZ FOR THE PERIOD 2015 – 2020



HUMAN CAPITAL  
NATIONAL COHESION STRATEGY



MEDICAL  
UNIVERSITY  
OF LODZ

EUROPEAN UNION  
EUROPEAN  
SOCIAL FUND









The document „The Development Strategy of the Medical University of Lodz for the period 2015 - 2020” was created during a period of many changes in Higher Education, strictly stabilising the structure of the University within the European system. We at the Medical University are experiencing dynamic internal development directed toward greater effectiveness of research and teaching, whose most reliable measure is their financial results. It is essential that financial concerns represent the criteria for all operations associated with the realisation of the mission of the University.

There is no dispute between the traditional system of values which represent the principles of Higher Education as a whole and the development of the University, which is subject to the rules governing the operation of academic organisations. On the con-

trary. Only an understanding of modern rules of management provides both these benefits, and most importantly, a flexible response to economic and social change in Poland and Europe. We must be aware that 2020 will mark the end of the period of financial appanage from the European Union, and as a result, Poland will be called to account.

The Development Strategy of the Medical University of Lodz is subject, therefore, to both the values described in its unchanging mission, and its irreversible and assured development of the vision of the University as a business.

Rector  
Prof. Paweł Górski



We have adopted a strategy update four years since the previous edition. Our experience has emphasised the importance of strategic thinking in the search for our path of development. The University is based on the individualism, diversity and the autonomy of its departments in their operations. This is the essence of our organization and the source of its unique opportunities and potential.

Choosing shared goals allows those who believe in the desired changes to be found and engaged. The set of actions described within the strategy document is a result of the authentic involvement of many people, which guarantees the accuracy of the choice they have made. At the same time, it enables the planning of resources which are essential for the realisation of the selected activities and the strategy as a whole.

We consistently develop strategic management, supporting both a project approach and teamwork skills. We must also diligently develop our organisation, eliminate obstacles to its operations and make better use of its enhanced potential. In the long-term perspective, it will be an effective path of development.

Chancellor  
Dr. Jacek Grabowski



## INTRODUCTION



The Medical University of Lodz is one of the largest medical universities in Poland. Its tradition goes back to the 1940s. Currently 8,000 students study in five faculties and 15 fields of study. The University also conducts studies in the English language and over 400 foreign students take part in medical and dentistry programmes, as well as doctoral studies. Its clinical facilities include four hospitals that score top positions in national rankings.

The Medical University of Lodz substantially contributes to the academic life of the city and country. The University educates future doctors and specialists in medical sciences and medicine-related fields. It carries out scientific research, developmental work and renders research services.

The range of educational services offered by the Medical University of Lodz is continually changing and expanding. It considers above all the requirements of the labour market and the Bologna Process. Con-

ditions for educating students and conducting research provided by the Medical University of Lodz are regularly being improved. The modern Didactic Centre of the Medical University of Lodz houses unique scientific and research laboratories and a multimedia dental care centre. Thanks to architectural solutions and innovative technologies, the centre can conduct highest quality classes.

The Medical University of Lodz strives to become not only a scientific leader and a reputable university but also an opinion-forming centre, a place where various attitudes and opinions clash, as well as a place characterized for freedom of thought and speech.

The Development Strategy of the Medical University of Lodz defines strategic goals and development trends for the University for the period 2015 – 2020. It is a framework document, a benchmark for organizational units of the University necessary while planning the activity, which will ensure coherence of all realized projects and initiatives.

The development strategy of the Medical University of Lodz remains in conformity with the University statutes and also with national and regional strategy documents.

# THE MEDICAL UNIVERSITY OF LODZ – MISSION, VISION AND VALUES

## MISSION

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The Medical University of Lodz provides the best possible conditions for students in the course of education. The University conducts research characterized by outstanding quality and supports the development of its employee. It responds to the demands of the environment, particularly patients and entities rendering health services, by updating its range of educational and research services. It makes a substantial contribution to the development of the health care system by promoting modern standards of prophylaxis and treatment, and by building long-lasting cooperation with institutions realizing objectives of public health at regional, national and international levels.

## VISION

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The Medical University of Lodz will be a recognizable and attractive research and didactic centre in the European Research Area, focused on the promotion of research and development of innovative pro-health solutions for a society facing epidemiological and socio-demographic issues. The University will become an effectively managed organization taking advantage of specialist information technology systems, which will allow for the optimal management of available resources. Its graduates will be highly desirable and appreciated on the labour market as professionals who are highly qualified in modern Medicine and observe the requirements of professional ethics.

The vision of the university development will be realized in compliance with the Development Strategy of the Medical University of Lodz for the period 2015 – 2020

## VALUES

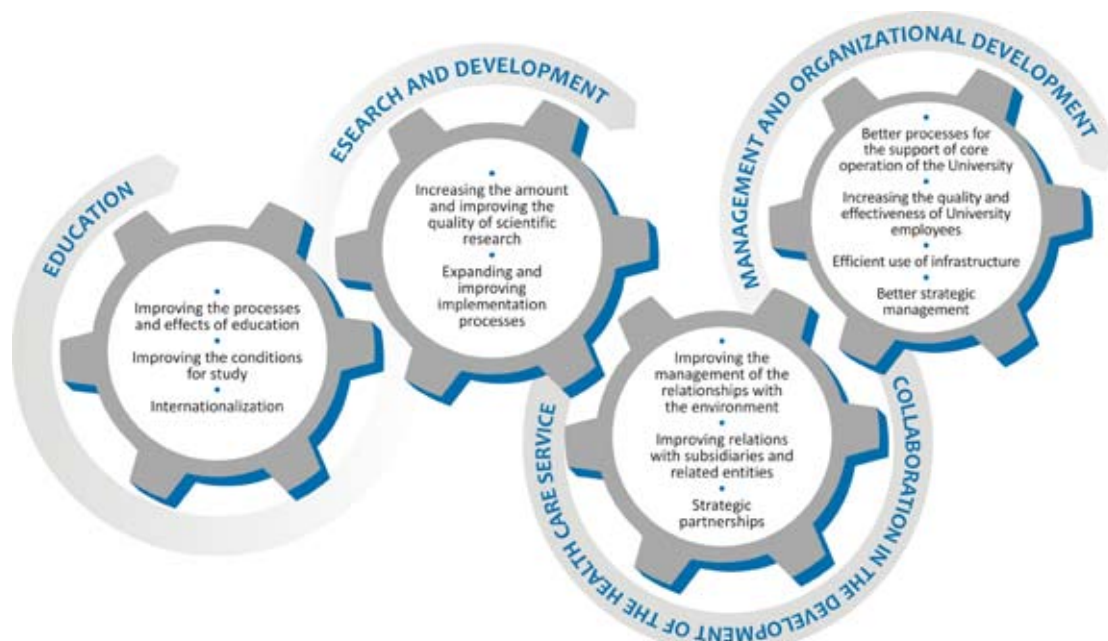
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In all fields of activity, the Medical University realizes its goals in accordance with traditional academic and cultural values. The University strives to provide high quality education and research. However, it also mainta-

ins the principles of freedom and intellectual property rights. During the education process, the University promotes good attitudes, guided by the patient and respect for patient rights. University employees and students abide by standards of professional ethics and care about the positive image of the University. Key values of the organization include openness, quality and effectiveness. The Medical University of Lodz is an open institution, which implements quality standards to all areas of its activity and cares about the development of its own resources and their effective application.

The Development Strategy of the Medical University of Lodz will be realized in four strategic areas: education, research and development, collaboration in the development of the health care service, management and organizational development.

The scheme below presents sets of strategic goals for particular areas:



# METHODOLOGY



The Development Strategy of the Medical University of Lodz was created in response to the challenges which universities face, and which were presented in a document of the Ministry of Science and Higher Education *Strategy of the Development of Higher Education in Poland until the Year 2020*. If the Medical University of Lodz wishes to enhance its image of a modern institution, open to the needs of students, researchers, employees and patients, it must carefully select a methodology for strategic development; the methodology which will be adjusted to the specificity and requirements of a public medical university.

The Development Strategy of MUL<sup>1</sup> was created in cooperation with Ernst and Young during meetings and thematic workshops, which were attended by representatives of the university authorities, scientists, lecturers and administrative personnel. The principles of the *Balanced Score Card (BSC)*, adapted for the needs of a public institution, were included in the strategy. The purpose of the Card is to balance out strategic goals and activities for the key per-

spectives for the institution: customer, internal processes, development and finances. The perspective of the customer, i.e. the students, researchers and patients, is the most essential one and the goals presented within strongly affect the goals of the remaining perspectives, as well as relationships between them. The internal processes perspective refers to the development of the organization with regard to an improved and more strategic method of management. The development perspective details relations, which the institution enters into with the environment, and also its partners and their interactions. Finally, in the finances perspective, the organization focuses on combining operative and strategic goals with optimal allocation of financial resources, including their better management. The table below is a graphical visualization of the presented approaches.

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<sup>1</sup> MUL – unofficial abbreviation of the Medical University of Lodz

## MUL VISION

	EDUCATION	RESEARCH AND DEVELOPMENT	COLLABORATION IN THE DEVELOPMENT OF HEALTH CARE SERVICES
CUSTOMER	<ul style="list-style-type: none"> <li>• improving the processes and effects of education</li> <li>• improving the conditions for study</li> <li>• internationalisation</li> </ul>	<ul style="list-style-type: none"> <li>• increasing the amount and improving the quality of scientific research</li> <li>• increasing the amount and improving the quality of scientific research</li> </ul>	<ul style="list-style-type: none"> <li>• improving the management of relationships with the environment</li> <li>• improving relations with subsidiaries and related entities</li> <li>• strategic partnerships</li> </ul>
	MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT		
PROCESSES	<ul style="list-style-type: none"> <li>• better processes for the support of core operation of the University</li> <li>• efficient use of infrastructure</li> </ul>		
DEVELOPMENT	<ul style="list-style-type: none"> <li>• increasing the quality and effectiveness of University employees</li> <li>• better strategic management</li> </ul>		
FINANCES	<ul style="list-style-type: none"> <li>• fact-based management</li> <li>• diversification of funding sources and maximization of revenue</li> <li>• effective support of subject areas of the strategy</li> </ul>		

The Balanced Score Card is a tool used for presenting the vision, mission and objectives of the University to all stakeholders. It applies measures for the purpose of verification and identification of factors affecting the future success of the organization.

The Development Strategy of the Medical University of Lodz was created on the base of the outcomes of SWOT analysis (Strengths, Weaknesses, Opportunities, Threats).<sup>2</sup>

The presentation below includes four areas with their strategic goals (long-term), which serve the realization of the vision and mission, and chosen by agreeing with a priority of the University and the objectives for a particular area. Strategic goals include operative goals (short-term), and these are activities planned with a view to realizing a particular goal. The applied methodology allows the effective combination of the level of ideas, i.e. the and the mission and the operative level – using tools for realization of the strategy. We assume that completing particular activities results in achieving an operative goal. Achieving a complete set of operative goals for a particular strategic goal results in its realization, which will be confirmed by an expected value of the metric. The metrics were carefully selected so as to show measurable values, reflecting conditions, which describe a particular strategic goal in the most precise way possible.

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<sup>2</sup> SWOT analysis – an analysis of strong and weak aspects of the University in comparison to opportunities and threats

## STRATEGIC AREAS

### EDUCATION



One of the core activities of the Medical University of Lodz is education. The University offers more than ten fields of study. More than ten candidates compete to win a place in one of the most popular courses: Dentistry, Medicine and Pharmacy.

Students make up a key and large group of stakeholders. Currently, above 8,000 students, including 400 English-speaking students study at the University. Moreover, the Medical University of Lodz employs about 1,400 scientific and didactic employees. Of this number, 350 are independent researchers.

The level of education is influenced not only by internal factors, such as academic staff or teaching programmes, but also by external factors, such as demographic, economic or social situation, as well as the system of financing higher education.

The demographic trough and the phenomenon of an aging society result in a decrease in the number

of candidates for study and a necessity to modify the teaching profiles. Specializations such as Gerontology or Palliative Care are gaining more importance. The University should not perceive such trends as threats but opportunities for development. With regards to social and economic factors, we are now at a favourable moment. However, it is beyond any doubt that our country is still attempting to shorten the distance, which is still visible between Poland and the most developed European countries and only now is implementing the concept of a Knowledge-Based Economy. Trends on the labour market are changing, so are the requirements of employers. Thus, the general and specialized competences which University graduates are endowed with should also change. Further demand for work in the medical professions in Europe and a shortage of medical specialists in Poland will make medical courses more and more popular.

Considering all those factors and conditions, the Medical University of Lodz will strive to improve the education and modernize its infrastructure. It has decided that the improvement of education effects and conditions for study, as well as internationalization as it is widely understood are its priorities.

# EDUCATION

## STRATEGIC AIM 1 IMPROVING THE PROCESSES AND EFFECTS OF EDUCATION

### OPERATIVE GOALS:

#### 1. IMPROVED TEACHING PROGRAMMES

##### Activity 1:

Standardizing and increasing the transparency of the procedures for creating the teaching programmes

##### Activity 2:

Expanding the range of optional subjects

##### Activity 3:

Identifying and implementing best global practices in the area of teaching by the Centre for Medical Education

#### 2. HIGHER LEVEL OF CLASSES WITH INCREASED ATTRACTIVENESS

##### Activity 1:

Implementing didactic methods for activating students in classes

##### Activity 2:

Increasing and diversifying the methods of using ICT technology in teaching

##### Activity 3:

Training the didactic staff in the use of ICT technology in teaching

##### Activity 4:

Broadening the range of classes with the use of teaching and experimental laboratories

##### Activity 5:

Implementing classes with simulations of clinical pro-

cesses

##### Activity 6:

Steering clinical classes towards teamwork and professional independence for graduates

##### Activity 7:

Basing didactic materials and class organization on the results of lecturer evaluations (particularly for improving the student-lecturer relationship and quality of teaching)

#### 3. LINKING EDUCATION TO THE REALIZATION OF RESEARCH PROJECTS

##### Activity 1:

Students participating in classes given by active research groups

##### Activity 2:

Students participating in the realization of research projects

##### Activity 3:

Preparing students for the independent realization of research projects with implementation elements

##### Activity 4:

Developing research work within the Student Scientific Society

#### 4. ADJUSTING TEACHING PROFILES TO THE NEEDS OF THE LABOUR MARKET

##### Activity 1:

Developing an optional system of surveys conducted among graduates and employers

##### Activity 2:

Researching the needs of the market with regard to specializations

##### Activity 3:

Developing the careers advisory service given by the Academic Careers Office

Activity 4:

Improving and diversifying the postgraduate studies, training courses and training provided by the University

Activity 5:

Organizing a unit dedicated to student vocational placement training, whose task would be to manage the training in hospitals, outpatient clinics and other facilities.

Activity 6:

Preparing graduates for self-employment, including creating academic companies and developing their social competence

## STRATEGIC GOAL 2

### IMPROVING THE CONDITIONS FOR STUDY

#### OPERATIVE GOALS:

#### 1. INCREASING THE NUMBER OF PARTICULARLY TALENTED CANDIDATES FOR STUDY

Activity 1:

Identifying and supporting the development and academic potential of particularly talented candidates for study

Activity 2:

Attracting Olympiad winners (secondary school level) for study at the Medical University of Lodz

#### 2 IMPROVED STUDENT SERVICES

Activity 1:

Modifying the „start package" for students

Activity 2:

Improving the processes of planning and record-keeping for classes

Activity 3:

Developing and widening the range of electronic services offered

Activity 4:

Implementing the electronic flow of documents in student affairs

Activity 5:

Implementing mobile applications as a new channel for contact between students and the university

Activity 6:

Creating the conditions for better integration between disabled and able-bodied students

Activity 7:

Developing the operations of the Student Services Area, i.e. raising the standard of comprehensive student services concerning recruitment, social matters, ESOS (the electronic student services system), student organizations and graduates

Activities 8:

Enabling access to information from the electronic evaluation form

on administrative workers

#### 3 IMPROVED STUDY INFRASTRUCTURE

Activity 1:

Concentrating the didactic processes around the pl. Hallera campus and the Clinical and Didactic Centre campus

Activity 2:

Consolidating and modernizing the resources needed for teaching

Activity 3:

Improving conditions in the Halls of Residence

Activity 4:

Improving the sporting facilities

Activity 5:

Improving the catering services

## 4. IMPROVED RANGE OF ACTIVE WAYS OF SPENDING FREE TIME FOR STUDENTS

Activity 1:

Creating conditions for students to organize their own parties.

Activity 2:

Promoting and publicizing the most interesting initiatives.

Activity 3:

Developing the activities of the Student Services Area to improve cooperation with student societies and other external organizations, with the aim of creating a central source of information on cultural and entertainments events.

Activity 4:

Supporting other initiatives proposed by students (for example, the creation of new structures to increase their activity)

## STRATEGIC GOAL 3 INTERNATIONALIZATION

### OPERATIVE GOALS:

#### 1. INCREASING THE NUMBER OF FOREIGN STUDENTS STUDYING AT MUL

Activity 1:

Promotion of English studies and curricula in English in internet media and advertising directly at high school graduates, connected with further study of effectiveness and loyalty of students/clients

Activity 2:

Extending the range of exams carried out according to international standards (e.g. NBME) and changing teaching standards to prepare the students for

those exams

Activity 3:

Implementing studies in the English language in other fields of study

Activity 4:

Implementing mechanisms for evaluating and improving the quality of studies in the English language

Activity 5:

Providing language training for teaching staff

Activity 6:

Providing courses in new teaching methods

Activity 7:

Supporting participation of the international students in the work of student scientific societies and academic associations

#### 2. INTENSIFYING STUDENT INTERNATIONAL EXCHANGE

Activity 1:

Organizing international summer schools

Activity 2:

Promoting scholarships that enable Medical University of Lodz students to study abroad

Activity 3:

Supporting Erasmus+ and Campus Europae programmes in the form of a dedicated development fund

Activity 4:

Creating a dedicated fund to organize exchanges outside the area of the European Union and the European Economic Area

## STRATEGIC AREAS

### RESEARCH AND DEVELOPMENT (R+D)

effectiveness of research, the intensity of the implementation processes, and the development of the commercialization of knowledge, as well as the support and promotion of innovative and pro-business ventures.



EU policy on research and innovation clearly defines the challenges facing European centres of research and education. Predominant directions of development in this area include among others, internationalization of research and its concentration in the largest centres. The concept of the European Research Area implies the creation of integrated research and development infrastructure, which is organized in cooperation networks and used in common projects. On the one hand, international cooperation will significantly improve, but on the other hand, the competition among research centres will increase.

In order to meet those challenges and make use of the possibilities created by the new Horizon 2020 framework programme, the Medical University of Lodz should focus its resources on developing research and development activities. For this aim, it is essential to increase the quantity and improve the quality of research, and to extend and improve the implementation processes in MUL. Those strategic goals imply a number of activities aimed at improving the

## RESEARCH AND DEVELOPMENT

### STRATEGIC GOAL 1

#### **AN INCREASE IN THE NUMBER AND AMOUNT OF RESEARCH PROJECTS**

#### OPERATIVE GOALS:

#### **1. EFFICIENT SYSTEM OF MANAGING KNOWLEDGE IN MUL**

##### Activity 1:

Providing comprehensive support for research teams in projects execution

##### Activity 2:

Implementing a system of technical, software and methodological support for analyzing scientific and medical data

##### Activity 3:

Establishing a competence centre for the management of projects

#### Activity 4:

Establishing an internal fund dedicated to the assistance of projects realized outside the University

## 2. SUPPORTING INNOVATIVE RESEARCH TEAMS

#### Activity 1:

Supporting significant and independent research projects with great innovative potential, including the formation of “nests”, teams which create unique knowledge, unite researchers with significant potential and scientific excellence

#### Activity 2:

Promoting the results of research and meeting specific needs of researchers (with special regard to the promotion of young researchers' initiatives)

## 3. CREATING CONDITIONS FOR MUTUAL (MULTILATERAL) COOPERATION WITH LEADING RESEARCH CENTRES

#### Activity 1:

Collaboration with international cooperation networks in the field of research and with other institutions regarding promotion of the results of research studies and formation of research consortia

#### Activity 2:

Increasing the number of University lecturers conducting scientific research abroad (within the framework of the Erasmus+ programme or bilateral exchange programmes between universities), including PhD programmes that are offered abroad

#### Activity 3:

Enabling researchers from foreign universities, including PhD students from foreign universities, to conduct research at MUL (within the framework of bilateral agreements or research grants)

#### Activity 4:

Increasing the number of visiting professors, both co-

ming to and going from MUL

#### Activity 5:

Entering into international cooperation through participation in the proceedings of research consortia and international research teams, as well as organizing international scientific and training conferences

## STRATEGIC GOAL 2 EXPANDING AND IMPROVING IMPLEMENTATION PROCESSES

### OPERATIVE GOALS:

### 1. IMPROVING THE SYSTEM OF COMMERCIALIZING THE RESULTS OF RESEARCH AND DEVELOPMENT PROJECTS

#### Activity 1:

Implementing a system of managing intellectual property

#### Activity 2:

Supporting research groups in managing relationships with the business environment

#### Activity 3:

Establishing transparent commercialization scenarios

### 2. THE DEVELOPMENT OF SERVICES FOR INNOVATIVE PROJECTS

#### Activity 1:

Developing infrastructure for the needs of innovative projects

#### Activity 2:

Beginning laboratory services for R and D needs

## STRATEGIC AREAS

### COLLABORATION IN THE DEVELOPMENT OF THE HEALTH CARE SYSTEM



Setting of „collaboration in the development of the health care service” as a priority area within the Development Strategy of the Medical University of Lodz is intended for the intensification of relations with the environment, particularly within the context of demographic and epidemiological challenges. Sustainable and optimal development should be integrated with the external environment. With this aim, the Medical University of Lodz intends to integrate with the region and the European research and scientific sphere. A key element of the intensification of relations with the environment will be the building of the University's position as an important stakeholder within the regional framework of smart specialization (Medicine, Pharmacy and Cosmetics), with special emphasis on the needs of an ageing society.

In this strategic area, the University emphasizes relations with those entities where it is a shareholder or a founder to build long-lasting relationships with clinical hospitals, develop and implement joint pro-

jects on the improvement the quality of medical services and to use ICT tools to better manage medical information for scientific and teaching purposes. The Medical University will intensify cooperation with clinical hospitals to increase the attractiveness and complementarity of medical services, taking into account negative demographic and epidemiological trends. The University will also support the activities of the special purpose vehicle (SPV) and the foundation for technology transfer, resource management and supporting its core operations.

An important element of the „collaboration in the development of the health care system” is the construction and development of key partnerships at regional, national or EU levels. The aim is to strengthen the capacity of the University, as a reliable and effective partner in areas such as strategic management, resource management (including infrastructure), and the search for systemic and effective models for business cooperation.

# COLLABORATION IN THE DEVELOPMENT OF THE HEALTH CARE SYSTEM

## STRATEGIC GOAL 1 IMPROVING THE MANAGEMENT OF RELATIONSHIP WITH THE ENVIRONMENT

### OPERATIVE GOALS:

#### 1. INTEGRATION WITH THE EUROPEAN HIGHER EDUCATION AREA

##### Activity 1:

Supporting selected didactic workers in acquisition and transfer of knowledge regarding the latest trends in teaching

#### 2. INTEGRATION WITH THE EUROPEAN RESEARCH AREA

##### Activity 1:

Supporting research groups in managing relations with the environment

#### 3. BETTER RELATIONS WITH THE REGIONAL AND ECONOMIC ENVIRONMENT

##### Activity 1:

Starting platforms for collaboration with entrepreneurs

##### Activity 2:

Collaboration with regional and super-regional authorities

## 4. INTENSIFICATION OF OPERATIONS IN THE AREA OF PUBLIC HEALTH

##### Activity 1:

The development of referential centres for processes associated with active and healthy ageing

##### Activity 2:

Integration of local and regional councils, NGOs and businesses around demographic and epidemiological challenges

## STRATEGIC GOAL 2 IMPROVING RELATIONS WITH SUBSIDIARIES AND RELATED ENTITIES

### OPERATIVE GOALS:

#### 1. OPTIMIZING COLLABORATION WITH CLINICAL HOSPITALS

##### Activity 1:

Developing a model of cooperation with hospitals to increase the efficiency of providing research and education; networking: creating University-Hospital and Hospital-Hospital collaboration networks

##### Activity 2:

Developing a plan for the further development of collaboration in research and teaching infrastructure

##### Activity 3:

Supporting the preparation and implementation of innovative projects in the fields of:

- organizational development
- fitting the range of medical services to demographic and epidemiological challenges

## **2. DEVELOPMENT OF SUPPORT FOR COMMERCIAL AND IMPLEMENTATION ACTIVITIES USING SPV AND FOUNDATIONS**

Activity 1:

Supporting the transfer of technology using UMED (Ltd.) Sp. z o.o.<sup>3</sup>

Activity 2:

Increasing the activity of UMED (Ltd.) Sp. z o.o. in managing the service infrastructure of the University

Activity 3:

Implementation of social and educational systemic projects together with the Foundation for the Medical University of Lodz

Activity 4:

Enhancement of the function of the Foundation as a fund operator for the development of the University

Activity 5:

Creation of new subjects associated with commercialization of research services

## **STRATEGIC GOAL 3 STRATEGIC PARTNERSHIPS**

OPERATIVE GOALS:

### **1. REINFORCEMENT OF REGIONAL PARTNERSHIP**

Activity 1:

Enhancing cooperation with other universities in the region (permanent working teams, mutual utilization of resources including didactic and research infrastructure)

Activity 2:

Undertaking ongoing cooperation with other research centres in the region (mutual research initiatives and projects)

### **2. REINFORCEMENT OF NATIONAL PARTNERSHIP**

Activity 1:

Participating in networks and consortia concerning cooperation between universities, research centres and industry

Activity 2:

Exchanging experience and good practice

Activity 3:

Initiating mutual projects

### **3. REINFORCEMENT OF STRATEGIC INTERNATIONAL PARTNERSHIP**

Activity 1:

Identifying essential European and global partners

Activity 2:

Signing cooperation agreements

Activity 3:

Administrative support of processes of international cooperation

Activity 4:

Initiating and realizing mutual projects

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<sup>3</sup>UMED – an abbreviation of the name of the Medical University of Lodz

## STRATEGIC AREAS

### MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT



The improvement of processes supporting the core operation of the University will have a significant impact on the condition of the Medical University of Lodz. The implementation of process management and an internal communication system will increase the effectiveness of units and improve the flow of information between them.

Employees are a key resource of every organization, and activities aimed at developing human capital constitute the basis of management. Better exploitation of the potential of University staff will be facilitated by the creation of motivation systems, organization of training courses, sessions and workshops. The Medical University of Lodz will support the development of its employees in the field of study, courses and other activities aimed at improving personal qualifications. Following this, a system of periodic evaluation will be implemented for staff and new employees will be recruited competitively.

An important aspect is the desire to diversify sources of funding, maximize incomes manifested in improved cost effectiveness of studies and streamline the processes of obtaining external funds. Continuous optimization of the financial activities of the University will exert a beneficial influence on the effective expenditure of resources and the realization of statutory goals, as well as the development of the Medical University of Lodz.

Strategic thinking and planning will have practical application through the development of strategic management, which will include all administrative and managerial structures of the University. The use of adequate tools supporting strategic management will help to propagate these activities in the University. Particular attention will be paid to a strategic approach for planning and carrying out investments.

The operative management level will be developed in two mutually complementing areas. The first area is associated with the systematic improvement of the functioning of the organization and repeated tasks, mainly through enhancement of internal communication and implementation of the process management. The second area concerns the development of abilities to work in a team and realization of tasks within a project approach. The creation of a competence centre will allow for systematic improvement in methodology and efficiency in both areas.

## MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT

### STRATEGIC GOAL 1 BETTER PROCESSES THE CORE OPERATIONS OF THE UNIVERSITY

#### OPERATIVE GOALS:

#### 1. EFFECTIVE SYSTEM OF INTERNAL COMMUNICATION

##### Activity 1:

Performing an inventory, describing and optimizing business processes, as well as defining key processes

##### Activity 2:

Improving communication between supported areas, in particular through the development of intranet, using ICT for implementation of processes, the digitalization of the administrative office and flow of documents

##### Activity 3:

Initiating mechanisms supporting communication between employees and the exchange of information resources

#### 2. OPTIMIZATION OF PROCESS AND PROJECT MANAGEMENT MECHANISMS

##### Activity 1:

Creating a competence centre responsible for maintaining process methodology, creating appropriate guidelines and supporting innovative organizational projects

##### Activity 2:

Drawing up the system of continuous optimization of issue and procedure circulation

##### Activity 3:

Certification of quality management for the University

#### 3. IMPROVEMENT OF KEY PROCESSES THROUGH IMPLEMENTATION OF INFORMATION SYSTEM

##### Activity 1:

Implementing ICT use strategies

##### Activity 2:

Integrating information technology systems

##### Activity 3:

Modernizing the University ICT infrastructure

#### 4. FACT-BASED MANAGEMENT

##### Activity 1:

Improving management accounting and control

##### Activity 2:

Developing mechanisms enabling and improving internal accounting

##### Activity 3:

Implementing mechanisms using management information to improve the effectiveness of functioning of the University

#### 5. DIVERSIFICATION OF FUNDING SOURCES AND MAXIMIZATION OF REVENUE

##### Activity 1:

Improving the economic efficiency of studies

##### Activity 2:

Improving the economic efficiency of sections accounting for the effect of the economy

## 6. EFFECTIVE SUPPORT STRATEGIES FOR SUBJECT AREAS

Activity 1:

Initiation of planning mechanisms for the purpose of development

### STRATEGIC GOAL 2 INCREASING THE QUALITY AND EFFECTIVENESS OF UNIVERSITY EMPLOYEES

OPERATIVE GOALS:

#### 1. EVALUATION AND DEVELOPMENT OF NECESSARY COMPETENCIES OF EMPLOYEES

Activity 1:

Improving the internal and external recruitment process and methods of selecting the best employees

Activity 2:

Investigating strong and weak features of employees based on the analysis of periodic employee evaluations

Activity 3:

Creating the system of planning development of employees, their skills and knowledge, based on the needs identified by the periodic evaluations and those resulting from the development of the organization

Activity 4:

Creating a system of developing senior management by coupling training policies to the University mission and supporting key skills:

- team building, organization of work and group communication
- understanding crucial challenges for the organization, being ready to introduce changes

- cultivating the values and practices of the learning organization

## 2. EFFECTIVE AND CREATIVE ENGAGEMENT OF EMPLOYEES

Activity 1:

Supporting work in project groups through horizontal promotion, understood as a change in the range of tasks and in the employment unit, or secondment for work in a project team.

Activity 2:

Adjusting the range of duties of research-didactic employees to the needs of the University, with the aim of the best use of the developmental potential of the research group through the best division of obligatory teaching hours between effective teaching and work on research projects

Activity 3:

Progressively linking the motivation system with measures and indicators

Activity 4:

Introducing flexible work hours for specific posts

### STRATEGIC GOAL 3 EFFICIENT USE OF INFRASTRUCTURE

OPERATIVE GOALS:

#### 1. ADJUSTMENT OF INFRASTRUCTURAL DEVELOPMENT TO THE STRATEGIC GOALS OF THE UNIVERSITY

Activity 1:

Defining the needs, possibilities and adaptive limitations for current infrastructure by multi-level inventory (building, functions and equipment)









[www.umed.pl](http://www.umed.pl)



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NATIONAL COHESION STRATEGY



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SOCIAL FUND



Publication has been prepared within the project „QUALITY4UMED - new quality of teaching management at the Medical University of Lodz, in response to the changing needs of the information society” co-financed by the European Social Fund under the Human Capital Operational Programme.

Łódź, 2015 r.