



Development Strategy of the Medical University of Lodz for 2026–2030

PREAMBLE

The Development Strategy of the Medical University of Lodz for 2026–2030 builds on the university's existing direction whilst also marking the start of a new phase in its development. Drawing on the experience of recent years, we are setting ambitious yet realistic goals that address the challenges of the present and prepare us for the future. The strategy is not merely a formal document – the actions and projects designed to achieve its objectives bring about the expected changes in the university's operations and contribute to the attainment of the set development goals.

Our efforts focus on educating future medical professionals, generating and disseminating knowledge, and implementing innovations in the field of healthcare. At the same time, we actively contribute to shaping the healthcare system, responding to real societal needs. People – society and patients – remain at the very heart of our mission.

The University's strategy is based on the potential of the academic community – students, PhD students and staff. They are the driving force behind change. Supported by a culture of collaboration, based on mutual respect, trust and responsibility, they create an environment in which innovation, quality and care for others become part of everyday life, rather than mere declarations. This document serves as a roadmap – it sets out the priorities and directions for the University's development. It charts a course towards a modern, sustainable and change-ready institution – one that combines tradition with an openness to the future, and fulfils its mission through community and responsible leadership.

Vision

By 2030, we will be:

- the medical university of first choice, placing the student at the centre of the educational process,
- a national leader in scientific research and an internationally recognised university,
- strengthen a culture of responsibility and transparency based on our code of values, serving patients, society and the common good.

Mission

We provide high-quality education and scientific research in the fields of medical and health sciences to serve society and patients. We make a significant contribution to the development of the healthcare system, responding to its current and future challenges.

We are a professionally managed university built on the strength of our people – talented students, outstanding lecturers, passionate researchers and teams of specialists who support the university's development and operations.

Values

Community

The University is a community of people united by a shared mission of education, research and service to society. Community means mutual support, cooperation across divisions and the sense that everyone – regardless of their role – makes a significant contribution to the university's development. It is a responsibility for the good of the entire institution and a commitment to fostering relationships based on trust and kindness.

Academic freedom

The university is a space for the free exchange of ideas and research. Academic freedom means the right to ask difficult questions, to conduct research without pressure, and to express views whilst respecting others. It is the foundation of scholarly creativity, innovation and responsible public debate.

Fair treatment and respect

Every member of our community deserves fair treatment and respect for human dignity. Fair treatment means making decisions and taking action towards others based on an assessment of their knowledge, skills and demonstrated attitude. Equality means equal opportunities for development and access to resources. Respect means recognising an employee's dignity and differing views, and respecting their rights and personal boundaries – regardless of their position, experience or personal differences – as a daily practice in relationships, decisions and communication. Diversity enriches our community and strengthens its potential.

Openness

We are a university rooted in Lodz, yet operating on an international scale. Openness means a willingness to collaborate with the city, the region, other universities and international partners. It also means a willingness to embrace new ideas, technologies and forms of education that respond to the needs of the modern world.

Quality

In all areas of our activity – teaching, research, patient care and administrative services – we strive for the highest standards. Quality means not only compliance with standards, but also a willingness to critically assess our own actions and to continuously improve. It is a commitment to never settle for mediocrity.

Effectiveness

We ensure that our actions yield tangible results. Efficiency means managing our resources – the academic community, the budget and the University's assets – responsibly, so as to achieve our goals without waste. It is the art of balancing quality with costs and deadlines in such a way as to maximise value for students, patients and society.

Social responsibility

Our activities have an impact that extends beyond the University's walls. Social responsibility means an ethical, transparent approach to education, research and collaboration. It is the awareness that each of us not only carries out our work, but also contributes to a greater whole that serves knowledge and society.

As part of this responsibility, we uphold the principles of sustainable development – we care for the natural environment, support diversity and take a long-term view for the sake of future generations.

Honesty and integrity

Our credibility is based on truth and personal responsibility. Honesty and integrity mean that we operate transparently, speak plainly and do not cut corners at the expense of our principles. Personal responsibility is the awareness that each of us is accountable for our decisions and their consequences for the community.

Methodology

The strategy was developed using the Balanced Scorecard (BSC

- *Balanced Scorecard*) methodology, adapted to the needs of a public institution. The essence of this approach is to balance strategic objectives and actions across the perspectives that are key to the organisation: the customer, internal processes, development and finance. The customer perspective – that is, students, researchers and patients – is the most important, and the objectives set out within it strongly determine the objectives in the other perspectives, as well as the relationships between them. The internal processes perspective concerns the organisation's development in the context of better and more strategic management. Within the development perspective, we focus primarily on the relationships the organisation establishes with its environment, its partners and their interactions. In the financial perspective, on the other hand, the organisation focuses on linking operational and strategic objectives with the optimal allocation of financial resources, including their improved management.

The Development Strategy of the Medical University of Lodz was drawn up following extensive consultations with internal and external stakeholders, based on a SWOT analysis (*Strengths, Weaknesses, Opportunities, Threats*) – that is, an analysis of the University's strengths and weaknesses against the backdrop of the opportunities and threats arising from its environment.

The strategy will be implemented in five areas:

- Education,
- Research and R&D,
- Management and organisational development,
- Cooperation to develop the healthcare system,
- Services.

Each of the five areas is divided into strategic (long-term) objectives, designed to fulfil the vision and mission, selected in accordance with the University's priorities and the objectives set out in the relevant

area. Strategic objectives are further divided into operational (short-term) objectives, which are implemented through specific actions designed to address the University's needs.

During the implementation of the strategy's objectives, there is a close link between strategic objectives, operational objectives and actions. This means that the implementation of individual actions leads to the achievement of an operational objective, whilst the achievement of the operational objectives that make up a given strategic objective results in the realisation of that objective and the attainment of the expected indicator value.

In order to monitor and assess performance, *Key Performance Indicators* (KPIs) have been assigned to strategic and operational objectives. Changes in the value of a given indicator are intended to show the stage of progress towards a particular strategic or operational objective. The indicators have been selected to show measurable values that reflect the conditions which most accurately describe the objective in question.

Area: Education

Strategic objective 1: Internationalisation of the education process

- Operational objective 1: Expanding international cooperation in the field of education
- Operational objective 2: Attracting students from EU and OECD countries
- Operational objective 3: To obtain partner status in the European Universities network

Strategic objective 2: Improving the quality of education and enriching the range of degree programmes

- Operational objective 1: To implement innovative teaching methods and IT-based educational tools
- Operational objective 2: To align education with socio-economic needs
- Operational objective 3: Recruiting the best candidates for degree programmes
- Operational objective 4: Optimising the management of teaching quality

Strategic objective 3: Designing an environment conducive to student engagement and well-being

- Operational objective 1: Creating a student-friendly academic environment

Area: Research and R&D

Strategic objective 1: Increasing the impact of the university's research activities on the development of science

- Operational objective 1: Improving the quality of the university's scientific activity, as reflected in an increase in the number of high-impact articles
- Operational objective 2: To increase internationalisation and enhance UMED's scientific reputation

Operational objective 3: Development of doctoral programmes run as part of the University's activities
Operational objective 4: Achieving the status of a Research University

Area: Management and organisational development

Strategic objective 1: Improved processes to support the University's core activities

Operational objective 1: Strengthening the organisational culture through effective internal communication

Operational objective 2: To raise the level of maturity in process management

Strategic objective 2: Development of information systems in key strategic areas of UMED

Operational objective 1: Expansion of the approach to analysing potential AI in addressing strategic and operational challenges

Operational objective 2: To enhance the competence of academic and administrative staff in the responsible use of AI

Operational objective 3: To develop an ICT environment enabling the scaling of AI projects across various areas of the University's activities

Operational objective 4: To increase the effectiveness of AI project implementation through consistent mechanisms for evaluation, reporting and dissemination of results

Strategic objective 3: To strengthen the brand of the Medical University of Lodz both nationally and internationally through integrated brand management

Operational objective 1: Professional digital (visual) communication and engaging the academic community in promoting the University

Operational objective 2: Systematically building a national and international reputation

Operational objective 3: Building the image of UMED as a leader in social responsibility and sustainable development

Strategic objective 4: Shaping the organisational culture based on the organisation's mission, vision and values

Operational objective 1: Increasing staff engagement

Operational objective 2: Enhancing the leadership skills of management staff

Operational objective 3: Professionalising the University's management

Operational objective 4: Supporting the University's development by monitoring trends and innovations in the University's environment

Operational objective 5: Developing the University's strategic management

Operational objective 6: An effective change management system

Strategic objective 5: Diversifying funding sources and maximising revenue

Operational objective 1: Maximising the level of government grants

Operational objective 2: Increasing revenue from projects co-funded from external sources

Operational objective 3: Optimising the University's operating costs

Strategic objective 6: Optimisation of property management

Operational objective 1: Developing and ensuring modern, functional and user-friendly infrastructure

Operational objective 2: Financial optimisation of infrastructure

Operational objective 3: Improving the infrastructure management process

Area: Collaboration to build the healthcare system

Strategic objective 1: Strengthening the role of the Medical University of Lodz as a key player in the development of the healthcare system

Operational objective 1: Active cooperation with the public and private sectors

Operational objective 2: International cooperation and positioning the University as a leader in systemic solutions for healthcare

Operational objective 3: Improving the quality and efficiency of healthcare in Poland

Area: Services

Strategic objective 1: Improving cooperation with the business sector

Operational objective 1: Increasing the accessibility and competitiveness of services
Operational objective 2: Optimising processes and procedures

Operational objective 3: Development of postgraduate education services