Nr	Proposed action	Timing	Responsible Unit	Indicators, targets	Status	Description
1	Information campaign on international mobility	II Q 2025-IV Q 2028	International Relations Office	Selection of two Mobility Ambassador profiles per year. 1 informational meeting per year for doctoral students. 2 informational meetings per year for researchers.	Extended	According to the 2024 "HR Excellence in Research" quantitative survey report, there is still insufficient knowledge among MUL researchers about mobility opportunities, due to a lack of participation in thematic meetings. The international mobility offer will be promoted on social media and through selected mobility ambassadors (the most active researchers and administrative staff who regularly participate in the mobility programs available at MUL). Informational meetings will be organized for researchers, administrative staff, and doctoral students. These meetings will be held in both traditional formats and online via the Teams platform.
2	Individual strategies for academic staff development	Q2 2025-Q4 2028	Office of Science, Strategy and Development	1. number of researchers testing new tool 20 people / 2025. 2. number of researchers attending workshops where the new too will be introduced 50 people /3 years.	Extended	The indicator was not fully achieved. A total of 34 individual development strategies were created (22 in 2022 and 12 in 2023). During this process, we identified the researchers' needs, which were not aligned with the proposed methodology. The consultations with researchers, held as part of workshops and individual meetings, rsulted in researchers completing their Individual Development Strategie s, but not sharing them with administration. AIn effect, it became clear that researchers are reluctant to share their research plans. It was found that a change in approach is necessary – researchers are unwilling to provide detailed information about their project experiences or the stage of development of their research careers. In response to these needs, International Projects Departments, in collaboration with the IT team, developed a new version of the strategy form including which automatically generates offers for international cooperation. We plan to test the new tool in the near future, and once the final version is available, it will be announced in an official communication on the Intranet. The new indicators will be: 1. number of researchers testing new tool 20 people / 2025. 2. number of researchers attending workshops where the new too will be introduced 50 /3 years.
3	Trainings on available funding sources.	II Q 2025-IV Q 2028	Office of Science, Strategy, and Development of medical University of Lodz	Number of participants - 20 people/year.	New	The project area is vast and dynamic. New competitions are constantly emerging, allowing for funding acquisition. The key here is the ability to select information effectively and to understand the assumptions and requirements of the competitions. At MUL, the Office of Science, Strategy, and Development operates, with its various departments: the Project Department, the International Projects Department, the Investment Projects Center, and the Healthcare System Development Department, which monitor available funding sources, manage projects, and handle their settlements. This initiative responds to challenges identified in the survey, particularly regarding administrative procedures, difficulties in starting research, initiating other university projects, and project implementation. The plan is to organize training/workshops for employees that will clearly and individually enable further scientific development based on project implementation. Workshop scope: 1. Project management knowledge, 2. Available funding sources, 3. Best practices in project management.
4	Participation of researchers and administrative staff in short-term foreign training.	II Q 2025-IV Q 2028	International Relations Office	Number of certificates - a total of 40 , (10 in 2025, 10 in 2026, 10 in 2027, 10 in 2028)	New	The action aims to enable employees to acquire, update, and enhance the knowledge, skills, and competencies necessary for personal and professional development through short-term foreign training. The confirmation of new competencies gained through a short educational experience, such as a course or training completed at a foreign university or institution, will be a certificate issued by the host institution after the mobility experience.
5	Preparation and implementation of the Leader Development Academy Program.	I Q 2026- IV Q 2028	Centre for Recruitment and Staff Development	Introduction of the Leader Development Academy program by the Rector's Directive Number of participants 100 people/3 years	New	In order to support the development of management staff, the Leader Development Academy program will also be implemented, aimed at leaders within the organization. The goal is to support managers in effectively leading teams, developing leadership competencies, and creating an inspiring work environment. The program includes seven mentoring sessions, during which participants will have the opportunity to gain practical knowledge, exchange experiences, and work on specific management challenges.
6	Preparation of psychological support for employees – work-life balance.	II Q 2025-II Q 2028	Centre for Recruitment and Staff Development	The number of employees who received support - 300 people/3 years	New	In response to employees' needs and to ensure their well-being, a decision has been made to purchase a well-being platform. The need for such a solution stems from survey research in which employees expressed a desire for greater support in both physical and mental health. The new platform will provide access to a variety of resources, such as stress reduction programs, psychological counseling, physical activities, and healthy lifestyle training. It will be available to all employees, enabling them to easily access tools that support their well-being and work-life balance.
7	Trainings in Artificial Intelligence	I Q 2026- IV Q 2026	Centre for Recruitment and Staff Development	Number of participants- 30	New	In response to the growing need to enhance work through modern technologies, training sessions on artificial intelligence will be organized. These sessions aim to improve efficiency by utilizing AI tools in everyday tasks. The training will help employees better understand the opportunities provided by artificial intelligence and learn how to apply it practically in their responsibilities.
8	Workshops for researchers on how to implement the goals of the new strategy in scientific activities.	I Q 2026-IV Q 2028	Office of Science, Strategy, and Development of medical University of Lodz	Number of participants - 70 people/3 years.	New	The University Development Strategy is the main document outlining the directions and goals of the Medical University of Łódź. For researchers, it is essential to have an individual approach to the initiatives they undertake, in relation to the University's Vision and Mission outlined in the Strategy. This action is a response to challenges identified in the survey, particularly in terms of administrative procedures, difficulties in starting research, and initiating other activities at the University. Starting in 2026, the updated Development Strategy for the years 2026-2030 will be in effect. It is crucial to communicate information and development directions to facilitate better planning and project implementation. Recommended solution: Workshops for employees will be organized to provide clear and personalized guidance on further scientific development based on the defined directions of the University's development. The workshop scope will include: 1. A brief overview of strategic management and its practical application in the field of science, 2. Development directions for MUL in relation to individual areas of interest, 3. Developing development plans based on the Strategy and global trends.
9	Training on internal tools for project implementation AP.10, AP.10.04.	II Q 2025-IV Q 2028	Office of Science, Strategy, and Development of medical University of Lodz	Number of participants - 20 people/year	New	The University has implemented a range of tools to facilitate the application and execution of projects by academic staff. These tools are publicly available, and their use requires specific training. Currently, the internal procedure mandates that all project applications be submitted through a dedicated application in PP. The applications also enable project management using the PRINCE2 methodology. This action addresses challenges identified in the survey, particularly in the areas of administrative procedures, difficulties in starting research, undertaking other initiatives at the University, and project implementation.Training/workshops will be organized for staff to acquire competencies in this area. Workshop scope: 1. Presentation of available applications, 2. Process scope, 3. Discussion of individual steps in the process, 4. Common issues encountered.
10	Creation of a research data management policy	IV Q 2025- IV Q 2028	Information and Library Centre	1 document confirmed by a legal act of MUL	New	As part of their research activities, scientific teams collect and process large amounts of data. In accordance with the Open Science policy and EU guidelines, research data should be made publicly available, and their management should be documented. The principles for individual projects are governed by Data Management Plans, which are a requirement from funders or partners. However, the university lacks a unified policy regarding the management of research data. A solution to this issue is the creation of a document defining a university-wide policy for managing research data, taking into account Open Science principles, legal requirements, and the guidelines of funding institutions.
11	Information campaign promoting the results of the HRS4R strategy.	II Q 2025 - IV Q 2028	Promotion Office	Number of participants in informational events (discipline council meetings, thematic conferences, HRS4R Open Day ONLINE): 500; Number of newsletters dedicated to the topic: 8.	New	The informational campaign is a response to the employees' needs regarding internal communication, awareness of procedures, and activities in the HRS4R area. During meetings of collegial bodies, thematic conferences, and Open Days Online, we will provide information about ongoing activities and promote initiatives (trainings, workshops). The feedback received will enable us to implement the action plan more effectively. In the informational campaign, we will use both online communication tools (Teams, Intranet) and the possibility of face-to-face meetings during stationary events.
12	Updated OTMR Strategy	II Q 2025 - II Q 2026	Centre for Recruitment and Staff Development	The updated OTMR Strategy introduced by the Rector's Ordinance.	New	Due to structural changes at the University and planned work on updating the UMED Strategy for 2025-2028, it is planned to update the OTMR Strategy and introduce its new version by the Rector's Ordinance.