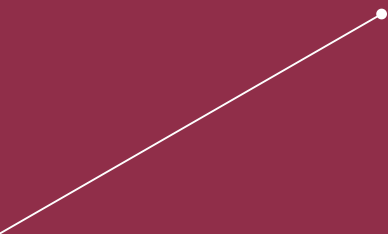
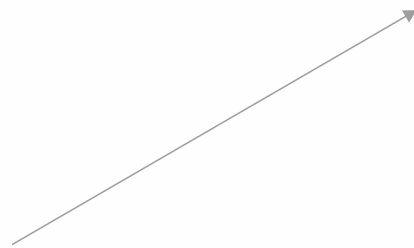


THE
DEVELOPMENT
STRATEGY
OF THE MEDICAL
UNIVERSITY
OF LODZ
FOR 2021-2025



MEDICAL
UNIVERSITY
OF LODZ





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Rector of the Medical University of Lodz
Prof. Radziszaw Kordek

Ladies and Gentlemen,

the development strategy is one of the crucial documents, second to the Statute, without which it is hard to imagine the University functioning. It is a response to already diagnosed needs; it meets the development requirements by outlining a long-term policy of the University functioning in all the areas of its activity.

This document has been compiled based on the analyses of the environment, contemporary and future conditions and development plans in teaching, scientific research, organisation and management as well as health care system.

The ultimate design of the Strategy has been achieved after a discussion whose results, both in relation to diagnostics and planning, have been conceptualised by experts representing the employees, students, doctoral students and selected partners of the University.

While reading the Strategy, it should be remembered that each of the discussed issues results from a specific diagnosis which is meant to produce a measurable effect, while as a whole, the Strategy constitutes a complete and coherent vision of the development of the Medical University of Lodz. The strategic assumptions lead to operational goals to be pursued via assigned activities and projects by specific teams and units. Particular areas have their owners and experts, but we mustn't forget that the strategy deployment is about teamwork: we are all working towards the University development.

By preserving the heritage and the best traditions, the Medical University of Lodz wants to conduct the mission of education and scientific research at the highest level possible. It shall all be based on the concept of so-called Knowledge Triangle, where education, research and innovation create a synergy.

Nonetheless, what we consider as paramount is the respect for human dignity and formation of young people's attitude in the atmosphere of freedom and tolerance. Discrimination of any kind is not allowed at the University. We follow the principles of equal chance for all regardless of their age, gender or origin. The University, as the community of students, doctoral students, graduates and employees, is supposed to take care of role models of good manners in academic and public life. By performing their profession of high ethical standards, our graduates are meant to be the role models and support for others.

The role which academic centres are to serve in the context of current national situation is fundamental. While designing the University development strategy for years to come, it is impossible to forget the reality. Medical schools are of key importance and their mission now cannot be confined solely to educational and research activities.

I remain in the hope that the Development Strategy of MUL for the coming years will meet with your approval and our common vision and goals will be the mission statement for the activities we will undertake and initiatives we will implement.

Enjoy your reading,



Rector
Prof. Radziszław Kordek



► MISSION

MUL provides high-standard education and scientific research in medical and health sciences. We make a substantial contribution to the development of the health care system. We are an efficiently managed University the foundations of which rely on people: talented students, excellent teachers, researchers with passion and competent managers.

► VISION

By 2025 we will have become:

- a research and teaching centre which is recognisable abroad and which is collaborating with partners of international reputation,
- a leader in clinical trials and international research projects,
- a serious competitor on the educational services market,
- an attractive employer that inspires, involves and supports.





► VALUES

- **COMMUNITY**

We form the community where the relationships are based on trust, respect and kindness.

- **FREEDOM**

Our University is a place where various attitudes and views may clash under the principle of freedom of speech and thoughts.

- **EQUALITY**

We strive for all the community members to feel equally and fairly treated.

- **OPENNESS**

We are open to collaboration and aware of our role in the development of our city, region and the country.

- **QUALITY**

We implement the highest standards in all the areas of our activity.

- **EFFECTIVENESS**

We take care of our own resources, and we use them effectively.

- **SUSAINABLE DEVELOPMENT**

We take social responsibility: we support green initiatives and implement environmentally and health friendly solutions.





► METHODOLOGY

The Strategy was designed with the use of the Balanced Score Card (BSC) methodology adopted for the needs of a public institution.

The object of the approach is to balance strategic goals and activities in key perspectives for:

- clients: students, researchers, patients,
- internal processes: improvement of the effectiveness of already operating processes or implementation of new, so far absent processes that are necessary to achieve targets from the client standpoint,
- development: indicating resources which the organisation must build to create the foundations of a long-term development and perfection,
- finances: combining operational and strategic goals with optimal financial resources allocation, efficient management.

FOUR AREAS OF STRATEGY

AREA

EDUCATION

► Strategic goals

- Internationalisation
 - Education adjusted to social and economic changes
-

AREA

SCIENTIFIC RESEARCH AND DEVELOPMENT

► Strategic goals

- Increase in the impact of the University research activities on the development of science
 - Synergy of research, innovation and implementation activities
 - Development of clinical trials
-

AREA

MANAGEMENT AND ORGANISATIONAL DEVELOPMENT

► Strategic goals

- Improvement of the processes supporting the core operation of the University
 - Support of the employees' engagement and effectiveness
 - Sustainable management
 - Diversification of financial resources and maximisation of revenues
-

AREA

COLLABORATION IN THE DEVELOPMENT OF THE HEALTH CARE SYSTEM

► Strategic goal

- Active involvement in the development of the health care system
-

► Strategic goals

- Internationalisation
- Education adjusted to social and economic changes

"The Medical University of Lodz does not only provide excellent conditions for study but also high teaching standards. We want to attract the best students and to be the first choice of university for ambitious and gifted candidates. It is primarily for them that we expand our educational offer of optional subjects, we increase the competences of our staff and develop collaboration with employers."



Prof. Tomasz Kostka
Vice Rector for Teaching

kUMpel Mentoring Project

- We intensified our collaboration with patronised high schools in Lodz and its region
- High school students carry out research projects in actual research teams
- The researchers share both their knowledge and their passion



“ Internationalisation is visible in every aspect of the University operation. In order to effectively implement international projects, initiate strategic partnerships, we should encourage our students and employees to gain experience abroad. The list of our partner universities is constantly growing. We will continue to develop and promote international exchange programmes, adjust them to the needs and expectations of their participants. ”

Prof. Jacek Rożniecki
Rector's Plenipotentiary
for International Exchange



AREA

SCIENTIFIC RESEARCH AND DEVELOPMENT

► Strategic goals

- Increase in the impact of the University research activities on the development of science
- Synergy of research, innovation and implementation activities
- Development of clinical trials



“

Our University is extensively searching for new models of collaboration with external environment. We aim at long-term collaboration both with other research centres and the entrepreneurs: technology and medical service providers. We are one of core partners of international EIT Health Consortium, which provides new perspectives and possibilities and strong partners warrant innovation and high standards of research projects implemented within, so called, Knowledge Triangle (education, research and innovation). In the near future we intend to deploy both research and implementation projects even more effectively, but also support the start-ups acceleration more successfully.

”

Prof. Lucyna Woźniak

Vice-Rector for Research Strategy and International Relations

BRaIn – Research Development Innovation in Lodz campus of biomedicine and pharmacy

- Interdisciplinary research and development teams
- New research quality and better effects of collaboration
- Excellently equipped biomedical laboratories
- Three main subject areas: management in health care system, personalised medicine, bioinformatics and biostatistics tools application in medicine





“

BRaIn project will increase the quality of collaboration of our University with socio-economic environment in terms of demographic and epidemiological challenges. The already existing and developing infrastructure of Clinical and Didactic Centre Campus i.e., outpatient clinics, hospital, clinical and didactic facilities, are vital factors for the success of the project and surely for its effective implementation. Our aim is to create the training ground' to test organisational and technological innovations as well as conducting clinical research.

”

Prof. Agnieszka Piastowska-Ciesielska
Brain project manager



MANAGEMENT AND ORGANISATIONAL DEVELOPMENT

► Strategic goals

- Improvement of the processes supporting the core operation of the University
- Support of the employees' engagement and effectiveness
- Sustainable management
- Diversification of financial resources and maximisation of revenues



“

Process management at our University has been operating for several years and it continues to win more users and to initiate new functionalities. During the pandemic and lockdown we realised that our development of IT systems and tools proved to be the right course of actions. Process Approach, however, is not only about infrastructure and technical facilities, but, first and foremost, it's about people: the owners and users of the application. It is only by collaboration that we can upgrade processes and communication, and all that with the object of better effects of our development with a reasonable effort and resources.

”

Jacek Grabowski PhD
Chancellor

OPERATION-INTEGRATION Projects

- We develop the competences of the students, academic teachers, administrative staff and the management of the University
- We modify our curricula and adjust them to defined socio-economic needs
- We optimise management processes



“

MUL is primarily a community the members of which should not only be faithful to the traditional academic values but also open to changes. We want to implement them evolutionally and yet consistently as a response to the needs of the external environment while listening to the expectations of the process participants themselves. Our aim is to support our employees in further development of their competences, Building cooperation culture and professional, sustainable management of the University.

”

Prof. Janusz Piekarski

Vice Rector for Organisation and Student Affairs



AREA

COLLABORATION IN THE DEVELOPMENT OF THE HEALTH CARE SYSTEM

► Strategic goal

- Active involvement in the development of the health care system



“ The Medical University of Lodz also involves clinical activities performed in nine locations which constitute three university hospitals. We are gradually developing our clinical base, which translates into more efficient management and higher quality of services provided, and, what's most important, better conditions of the health care for patients. We intend to include hospitals even more intensively in our teaching, research and social activities of the University. We are already engaged in, and plan further, treatment and preventive projects as well as fascinating research schemes. ”

Prof. Adam Antczak

Vice Rector for Clinical Affairs and Research Management

CKD 2 – Construction Stage 2 of the Clinical and Didactic Centre Medical University of Lodz with the Academic Oncology Centre

- Consolidation of the scattered-location infrastructure and medical units of the University
- Modern academic centre which will combine didactic, research and clinical functions
- Increased access to high-standard health care services
- Improved management and access to specialist services as well as to expanded diagnostic and research opportunities



“ An innovative university does not only zero in on education and research, but also, on social activities. As a medical university, we have a special role to play in the area of prevention and health protection. We shall develop clinical trials, design new therapeutical and diagnostic standards under so called coordinated care system. Clinical and Didactic Centre Campus, where the paths of doctors, researchers, innovators and students intersect, will be the best place for this purpose. ”

Prof. Paweł Ptaszyński
Rector's Plenipotentiary
for Clinical and Didactic Centre Campus



AREA

EDUCATION

► Strategic goal 1: **Internationalisation**

Operational goal 1: Increased number of international exchange students

Operational goal 2: Increased number of overseas students

► Strategic goal 2: **Education adjusted to social and economic changes**

Operational goal 1: Optimisation of education processes

Operational goal 2: Recruitment of the best candidates for studies

Operational goal 3: Extending the offer of paid education forms

Operational goal 4: Expanding the range of optional subjects

Operational goal 5: Increasing the number of classes provided remotely

AREA

SCIENTIFIC RESEARCH AND DEVELOPMENT

► Strategic goal 1: **Increase in the impact of the University research activities on the development of science**

Operational goal 1: Attaining the status of Research University

Operational goal 2: Improvement in the employment and recruitment conditions in compliance with „HR Excellence in Research“

Operational goal 3: Increase in the number of Q1 and Q2 scientific papers in particular categories

Operational goal 4: Enhancement of the mobility and scientific collaboration with research centres of the global reputation

Operational goal 5: Increased effectiveness of scientific achievements promotion

Operational goal 6: Securing the position of the International Doctoral School

► Strategic goal 2: **Synergy of research, innovation and implementation activities**

Operational goal 1: Enhancement of the innovation potential in response to socio-economic needs

► Strategic goal 3: **Development of clinical trials**

Operational goal 1: Increase of clinical trials conducted by the university (Clinical Trials Centre) and university hospitals

Operational goal 2: Diversification of the revenues from clinical trials carried out by the consortium of the University and university hospitals

Operational goal 3: Ensuring data security and quality in clinical trials

MANAGEMENT AND ORGANISATIONAL DEVELOPMENT

► Strategic goal 1: Improvement of the processes supporting the core operation of the University

- Operational goal 1: Effective internal communication system
- Operational goal 2: Enhanced domestic and global recognisability of the University via professional information and promotion activities
- Operational goal 3: Automated process management on the basis of data analysis
- Operational goal 4: Sustainable project management
- Operational goal 5: Streamlining of key processes through the implementation of domain strategies

► Strategic goal 2: Support of the employees' engagement and effectiveness

- Operational goal 1: Development of internal and external recruitment processes
- Operational goal 2: Promotion of continuous professional improvement
- Operational goal 3: Increasing the competences of the managerial staff in the area of management, leadership and innovative approach promotion in the employees
- Operational goal 4: Developing competences of the teaching staff

► Strategic goal 3: Sustainable management

- Operational goal 1: Optimisation of the University strategic area
- Operational goal 2: Increased competences of the University employees in strategic and project management
- Operational goal 3: Improved efficiency of the University core activities allowing for new funding perspectives
- Operational goal 4: Improving the management of relations with the environment
- Operational goal 5: Professional management of the University

Strategic goal 4:

► Diversification of financial resources and maximisation of revenues

- Operational goal 1: Maximisation of subsidies
- Operational goal 2: Increase in revenues from grants in the University budget for scientific research (particularly with MUL as the Leader)
- Operational goal 3: Increase in revenues from external commissions, clinical trials, scientific research commercialisation
- Operational goal 4: Increase in the revenues from paid education forms
- Operational goal 5: Increased effectiveness of the University units functioning through the implementation of management control system

COLLABORATION IN THE DEVELOPMENT OF THE HEALTH CARE SYSTEM

► Strategic goal 1: Active involvement in the development of the health care system

- Operational goal 1: Strengthening the relations with socio-economic environment as well as with central and regional authorities
- Operational goal 2: Better exploitation of strategic partnerships
- Operational goal 3: Development of services at the Coordinated Health Care Centre (Polish: CKOZ)





www.facebook.com/medicaluniversityoflodz



www.instagram.com/umed_oczamistudenta/



www.youtube.com/user/BiuroPromocjiUMED



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