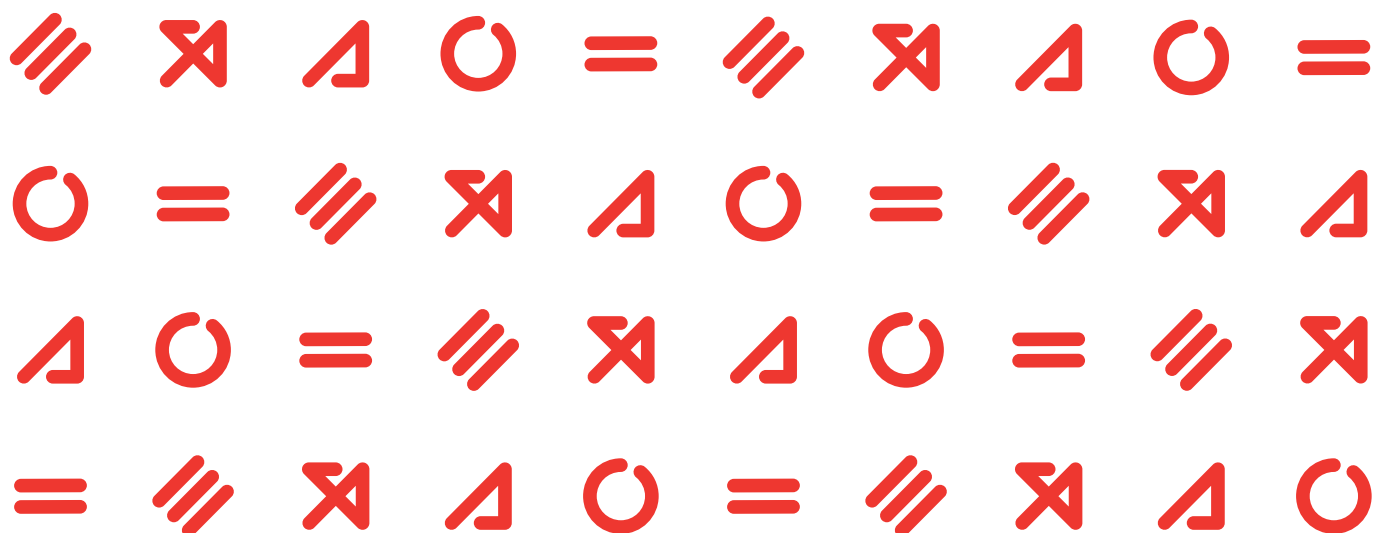
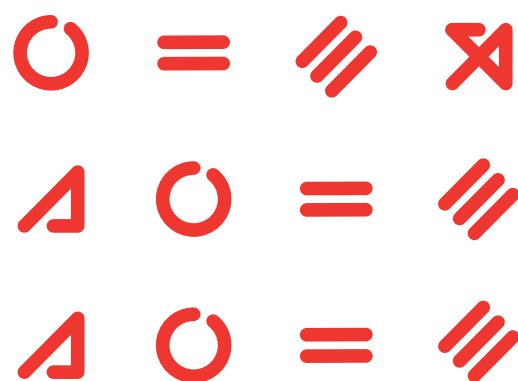


**Strategy
of the University of Lodz
2021–2030**



UNIVERSITY
OF LODZ

„The significance of science lies not so much in satisfying curiosity and fine-tuning intellects; nor does it lie in its affinity with art in shaping refinement to the effect that both are frequently mentioned in the same breath, though not directly comparable in repute. The significance of science lies in being the essential and indispensable grooming of the resourceful household and the technology at its disposal, providing the protection against illness and premature demise, and the defense against social threats, in particular against the failure to lead an honourable existence”

Prof. Tadeusz Kotarbiński



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**Dear Ladies and Gentlemen,
Communities of the University of Lodz!**

Creating a strategy is a time of reflection on the place of the University in the society, its history and significance in creating history, conditions that are currently shaping it, but above all, the future and the challenges ahead. From this reflection comes a great responsibility for the institution, the task of which is to develop and accumulate knowledge, and also, through dissemination and implementation of scientific achievements, to have a positive impact on the immediate and further environment. It is also a responsibility for the academic community, the one existing today, but also for the next generations of people associated with the University of Lodz and contributing to its development.

The strategy serves to introduce changes that are to strengthen the University of Lodz in the role of a strong research centre, a centre of modern education, a University influencing the reality and an integrated academic community. It is, therefore, also a responsibility for changes, the success of which can only be fully assessed after years. However, without asking: What and how can be done better? it is hard to make progress, thanks to which knowledge and education determine the future of the world. When planning the development of the University of Lodz, we cultivate the tradition of a classical university, the strength of which lies in its scientific diversity. We have the potential to stand out among other universities in the country and in the world. Bearing in mind the strength of the academic traditions and our history, we look boldly into the future and propose a vision of the University of Lodz as a modern institution implementing pioneering scientific research, „freeing the minds” of subsequent generations of students and shaping their civic attitudes. We want to be scientifically strong, close to the needs of the society and change the world for the better.

The history of the University of Lodz, which is a reflection of the fate of Lodz and post-war Poland, is the story of a still young university, which draws its strength from successive generations of people who often broke stereotypical thinking about the world in an avant-garde way. The University was established in 1945 as a continuation of the branch of the Free Polish University operating in Lodz over the years 1928–1939. It was founded on the intellectual achievements of scientists from the pre-war universities in Lviv, Vilnius, Cracow and Warsaw, including its first rector and a recognized philosopher – prof. Tadeusz Kotarbiński. In the years 1968, 1981 and 1989, the University of Lodz witnessed student strikes, i.e., a fight for justice and autonomy for universities (in 1981 students of the University of Lodz started a wave of strikes at Polish universities). We are also distinguished by the tradition of multiculturalism, which we want to continue, because it enriches our understanding of the world and teaches tolerance and respect. More than 75 years of history show that we are brave in confrontation with the reality and we know how to fight for a better tomorrow. We are guided by a belief in progress and justice, accompanied by a work ethic.

Today, the University of Lodz is a large university recognized in Poland and in the world, with the ambition to stand out in the field of research. We want to follow this path. When thinking about the future; however, you cannot remain passive in the face of contemporary challenges: demographic changes, principles of sustainable development or digitisation of a society, all affecting the functioning of academia. We take them into account when defining development goals. However, we realize that the world is changing faster and faster. Therefore, we remain a traditional classical university, but we are also open to changes in order to be able to use them in the best possible way for the benefit of the University and society.

In elaborating the mission and vision of the University of Lodz, we refer to the concept of knowledge. Science is the continuous development of knowledge, education is its systematics and dissemination, cooperation with the outside world – efficient implementation of formulated conclusions. These three basic dimensions of academic activity are linked by the fourth area – the University community, focused around the culture of knowledge, consolidating the ethos of people associated with knowledge, treating the University of Lodz as a common good. All these areas interpenetrate and strengthen one another.

We bet on knowledge. Our priority is science and high-quality research, i.e., the status of a research university. We understand that the essence of science is discovering what no one has discovered, setting new horizons, proposing new interpretations, not simplifying, but presenting the complexity of the world. Our aim is to conduct scientific research that goes beyond the limits of current knowledge and to disseminate its results in publications of the highest standard. Therefore, we boldly reach for difficult research topics, ensuring a dialogue between the disciplines. We want to meet the highest scientific and ethical standards, and we want our work to have impact on the society. We engage in public debates, defending the truth resulting from scientific knowledge. At the same time, we consolidate and popularise the scientist's ethos, encouraging next generations to work for the benefit of science and the development of the Academy.

Science and education are inseparable. Good education means systematisation and dissemination of knowledge that is regularly extended with the results of scientific research that we conduct. We care for the continuity of generations of researchers and professionalism of the staff. The University is a source of positive transformation of young people. We teach them to think independently and critically, we develop their competences but also shape their social sensitivity and civic attitudes. We perceive the University as a place to obtain good education, but also a „decent life”, in which culture and commitment to the environment play an important role. We try to make the time of study be remembered as an important and good experience.

The vision of the University's development is complemented by activities in the area of external relations, supporting science and education, and ensuring their best use and social utility. We strive for efficient dissemination and popularisation of scientific achievements. By focusing on creativity and entrepreneurship, we are able to turn the boldest ideas into real and valuable activities. We also operate in the field of culture, making it available and explaining its meaning. We want to remain an important opinion-forming centre in Lodz, in the region, in the country and abroad.

University of Lodz is an inclusive institution, integrating the community in an atmosphere of tolerance, respect and kindness. We care about the development and comfort of work for each student, doctoral candidate and employee. By ensuring equality to all the community members, we strengthen the sense of community and cooperation, simultaneously offering transparency of procedures and good organisation of the institution.

Let us try to do the „good job” together, in which we should be supported by the passion of creation, the will to seek the truth, to do good and to be responsible for the future.



Prof. dr hab. Elżbieta Żądzińska
Rector of the University of Lodz

along with the Rector's Board

Mission and vision of the University of Lodz

[mission]

The mission of the University of Lodz is to conduct research in a reliable manner and to proclaim the truth that comes from it, so as to educate the next generations wisely, be useful to the society and boldly respond to the challenges of the modern world.

[vision]

We want the University of Lodz to become a research university with a strong position in the country and in Europe, standing out thanks to the courage and solidity of research, diversity and openness in undertakings, educating wise and responsible citizens.

Detailing the vision:

We put science first and discover it for the society

We want to be a **strong and active research centre** the community of which:

- consistently expands scientific potential of the University by conducting reliable research disseminated in scientific and popular scientific publications with the highest reputation;
- crosses the boundaries of knowledge and seeks truth in science by conducting interdisciplinary research in international teams and research networks;
- takes up important and challenging research topics while maintaining the highest scientific and ethical standards;
- prepares the next generations to take up challenges of the future wisely, caring for the scientific development of young researchers;
- develops a culture of knowledge.

We educate responsible citizens who are curious about the world

We want to be a **centre of modern education, which:**

- provides up-to-date knowledge, teaches critical thinking and develops curiosity and social responsibility of the students;
- builds students' competence so that they can successfully enter the labour market, as well as strengthens their willingness to continue learning and searching for the truth throughout their lives;
- creates civic and pro-social attitudes among the students, as well as the need for contact with culture and art;
- inculcates principles of sustainable development and raises awareness of environmental protection;
- draws on contemporary achievements of subject didactics to use and improve modern methods and tools of education.

We boldly reach for the important

We want to be a **causative University that has a real impact on the reality and society.**

We want to be a University that:

- is open to cooperation with the broadly understood social, economic and cultural environment;
- is close to the needs of the society, translates and explains the results of scientific research and their application;
- courageously takes up contemporary challenges and spreads the truth;
- develops in accordance with the idea of sustainable development;
- supports creative students, doctoral candidates and employees.

We are an inclusive institution, built on unity and diversity

We want to be **an integrated academic community that:**

- collegially undertakes wise and fair actions;
- cooperates in a friendly atmosphere for the benefit of the University and society;
- takes care of the development and harmony in the lives of employees, doctoral candidates and students;
- cultivates the culture of dialogue based on trust, tolerance and respect for every human being;
- uses modern management systems and tools.

characteristics of the University of Lodz:

We consider knowledge and science as the main development directions of the University of Lodz.

We want to be a dynamically developing research university distinguished by:

- **modernity**, expressed, inter alia, in innovation and current relevance of research and education;
- **progressiveness and courage** in thinking and acting;
- **tradition of interculturalism**, manifested in openness to students, doctoral students and employees from all over the world and creating favourable conditions for them to study and work;
- **the strength of diversity** stemming from the potential of a classical university and from respecting the rights of all members of the academic community;
- **operational efficiency** related to professional management and organisational innovations.



Values that guide the community of the University of Lodz

When looking for the fundamental values of the University of Lodz, we follow the motto of the University, i.e., „Veritas et Libertas”. Our academic ethos is primarily created by **truth and freedom** – understood as the search and defence of truth, as well as freedom of scientific research and freedom of academic discussion. **They are complemented by the following values:**



courage

The community of the University of Lodz is made up of people who are creative and who think independently. Their attitudes result from the consistent pursuit of understanding the surrounding world – to courageously develop science that resists current trends and does not yield to pressure from political influence.



curiosity

University of Lodz is a community open to the world and strongly associated with its environment, understood both locally and globally. Relations between man and the world and relations between people constitute the centre of our interests and investigations.



commitment

University of Lodz carries out reliable and responsible research. The notion of ‚good job’ forms the basis for sustainable development and engages the community. The condition for good job is persistence in making a conscious effort that will provide better living conditions for the future generations.



cooperation

University of Lodz is a constantly expanding community, sharing its experiences and knowledge, drawing strength from its diversity and tradition of multiculturalism. We look for good partners to create and develop conscious, responsible science and culture – at the same time involving and socially committed.



respect

Diversity is the strength of the University of Lodz. Respect and understanding for different opinions and attitudes, as well as cultural openness and worldview tolerance constitute the foundations of our activities. They enable us to build a harmonious basis for dialogue and creative disputes, which are the pillar for honest, good science.



Strategic objectives

Strategy of the University of Lodz
2021–2030

1. Dynamic development of the scientific potential of the University of Lodz

As part of this objective, the following strategic objectives will be implemented:

1.1. Consistent building of the status of a research university

The priority of our activities is to strengthen the status of the University of Lodz as a research university, systematically and consistently increasing the quality of scientific activity in all the represented disciplines. We strive for research excellence, especially implemented in the inter- and transdisciplinary research space, on the border of various scientific fields and disciplines, and with respect to the highest academic standards. Scientific activity is based on the commitment and courage of people who conduct research, take on breakthrough and innovative research topics. We offer researchers a number of solutions to develop their scientific potential and make their research paths more flexible.

1.2. Intensification of internationalisation and networking of the University of Lodz in the field of science

Research and scientific activity of the community of the University of Lodz should have the broadest possible international dimension. This applies to both scientific publications and research projects. Dissemination of research results in renowned publishing houses, as well as implementation of prestigious research grants are a derivative of cooperation in international networks and consortia, which, in turn, is ensured by an international work environment, as well as regular research mobility of the employees and doctoral candidates. Our priority is cooperation with recognized international researchers, organisation of prestigious scientific conferences and study trips to the best research centres in the world. The University promotes international activity, clearly emphasizing that the goal is to obtain the highest quality research results and their widest possible dissemination. Thus, it ensures international recognition, which in the long run will result in increasing its prestige.

1.3. Harmonious scientific development of young researchers in close cooperation with experienced scientists

One of the most important conditions for the harmonious and constant development of the University of Lodz is maintaining „generational continuity” between researchers working within its organisational structure. Therefore, the priority task is to constantly raise the level of education of future research staff and to provide for the younger generation (at all stages of development: from master studies, through doctoral schools, to post-doc positions) optimal conditions for scientific development. Building the scientific potential of young staff of the University of Lodz takes place in close, solidary and multilateral cooperation with experienced scientists, implemented on the basis of partnership and with full respect for the specificity of all stages of the academic path. This cooperation enables the transfer of experience to younger scientists, but also mutual inspiration and modernisation of the scientific workshop.

2. Implementation of modern education based on scientific research and external relations

As part of this objective, the following strategic objectives will be implemented:

2.1. Constant improvement of the quality of teaching at all levels of academic education

We want to accept very good candidates and participants of international exchange programmes – young people from all over the world who are creative, active and open to the world, to whom we will offer friendly recruitment, good study conditions as well as care and interest throughout the entire period of study. The challenge of good education is the skilful use of distance learning experiences and popularisation of blended learning, enabling the use of a wide range of didactic tools, which results in increasing effectiveness of learning processes. Therefore, we continue to support academic teachers in developing teaching and digital competences, but also in obtaining professional experience abroad. We emphasize the need to be open to new forms and ways of education. We pay particular attention to doctoral schools, providing the best staff, setting individual development paths for doctoral students and ensuring internationalisation of education.

2.2. Strengthening competences enabling graduates to find employment in line with their expectations

Grooming graduates to find employment in line with their expectations on the labour market in the country and abroad is facilitated by making education more practical and international, as well as by ensuring its continuity. The following things are, therefore, necessary: constant cooperation with the staff of the best practitioners, making the subjects of diploma theses more practical, improving the quality of internships. We plan to enrich students' skills with initiatives organized outside the study curriculum, allowing them to acquire competences such as entrepreneurship, creativity and critical thinking, as well as social and intercultural competences. For further internationalisation of education, it is important to increase the number of classes in English (and other foreign languages), including those conducted by lecturers from abroad, and to open fields of study with English as the language of instruction. These processes are supported by receiving further international accreditations. The aim is also to teach students the idea of respecting knowledge and lifelong learning. Therefore, non-degree postgraduate studies, including MBA, courses and vocational training, play an important role.

2.3. Stronger link between education and scientific research

Science and education are inseparable. Good conditions for studying are created by academics who share their knowledge and experience, and engage students and doctoral students in their teams and research projects. Therefore, it is necessary to arouse greater interest of students and doctoral students in participation in research projects and exchange programmes, as well as activities in science clubs. For the staff, this means support in applying for research and teaching as well as teaching grants involving students and doctoral candidates. University education should also influence perception of the role of science in social life. The University should popularise scientific research among the students, teach them to search for the truth and promote work at the University as an attractive professional choice.

3. Strengthening significance of the University of Lodz as an institution shaping reality in the environment

As part of this objective, the following strategic objectives will be implemented:

3.1. Strengthening the image of the University of Lodz as a university boldly taking up challenges of the present

In activities undertaken by the University of Lodz, it is important to understand the needs of the society and to disseminate scientific achievements. The University popularises the research results and expert activity undertaken by its employees, doctoral students and students. It supports implementation of research results and their transfer to the environment. The University feels responsible for building social trust in the results of scientific research and academic knowledge. It boldly takes up challenges of the present, disseminates the truth resulting from scientific research and takes up important research topics. At the same time, it supports activities aimed at strengthening social responsibility, shaping social sensitivity and consolidating sustainable development ideas.

3.2. Strengthening openness and diversity in the cooperation of the University of Lodz with the social, economic and cultural environment

Development of the University of Lodz is possible to a large extent thanks to harmonious partnership with the broadly understood environment. In relations with other entities, the University is open to the implementation of social, economic and cultural initiatives. Together with them, it engages resources so as to implement projects for the good of the community, simultaneously disseminating academic knowledge. To ensure continuity and efficiency of the activities on hand, the University creates effective platforms for cooperation and acquires strategic international partners. In undertaking cooperation with the environment, it is guided by the principle of applicability and diversity. The University also initiates and promotes cultural and social activities taking place in its surroundings and strengthening its position and image. It is also firmly present in the city and the region, co-creating the academic community of Lodz, providing its expert knowledge and experience, and participating in shaping its identity and development directions.

3.3. Building a culture of entrepreneurship and innovation at the University of Lodz

Entrepreneurship is one of the universal and key professional competences that foster implementation of one's own ideas and visions. The entrepreneurial potential of the University of Lodz is high but it requires better management. Therefore, it becomes necessary to build a culture of entrepreneurship, and thus to stimulate innovation and creativity among the academic community. For this purpose, the University plans to implement an interdisciplinary entrepreneurship programme – breaking the standard way of learning – focused on interactivity, learning entrepreneurial thinking and entrepreneurial responsibility. By creating a friendly environment for innovative solutions, the University plans to become a strong centre of entrepreneurship in the city, the region and the country. Thus, it will strengthen its identity as a University that creates innovation and entrepreneurship.

[community of the University of Lodz – the overriding strategic objective]

4. Integration and development of the academic community around the values of the University of Lodz

As part of this objective, the following strategic objectives will be implemented:

4.1. Continuous and dynamic development of the community of the University of Lodz, ensuring the best use of its potential

University of Lodz is a diverse community, shaped on the assumptions resulting from the University's motto – striving for truth and respect for freedom. Employees, students, doctoral candidates and graduates of the University are guided in their activities by: commitment, responsibility, cooperation and mutual respect. Continuous support for a sense of belonging and togetherness, by building and developing an organisational culture oriented towards the good of man and the values of the University, is the overriding goal of all the activities undertaken by the authorities and staff of the University of Lodz. We want to continue to create a friendly place of work and study for the entire community of the University and to support it by proposing activities that integrate and build a sense of identity with Alma Mater.

4.2. Increasing institutional efficiency of management

Integration of the academic community of the University of Lodz requires continuous improvement of the University management system, also by engaging more representatives of various groups operating within our community in the management processes. Raising management efficiency requires searching, developing and implementing modern methods and tools for the University administration. These techniques and instruments should relate to the University's resources and organisational processes taking place in it, but above all, they should serve improvement of the University's activity in three basic areas of operation: science, education and external relations.

4.3. Modernisation of the infrastructure of the University of Lodz

It is necessary to adapt the material base of the University (facilities, infrastructure and spaces) to the needs arising from scientific research, education and external relations, as well as from creating a work and learning environment that ensures integration of the University of Lodz academic community. A special dimension of this goal is the need to adapt the University space to the changing climatic and environmental conditions, as well as to the needs of persons with disabilities. We also want to further develop urban and architectural culture that indicates directions of spatial organisation of the University infrastructure while maintaining accessibility standards.



Operational goals

Strategy of the University of Lodz
2021–2030

[science]

STRATEGIC OBJECTIVES: 1. Dynamic development of the scientific potential of the University of Lodz		
1.1. Consistent building of the status of a research university	1.2. Intensification of internationalisation and networking of the University of Lodz in the field of science	1.3. Harmonious scientific development of young researchers in close cooperation with experienced scientists
OPERATIONAL GOALS:		
1.1.1. Carrying out bold research with breakthrough scientific potential	1.2.1. Strengthening the image of the University of Lodz as a research university with a recognized position in the international arena	1.3.1. Developing scientific potential of young staff
1.1.2. Building "specialisation" of the University of Lodz	1.2.2. Building an international working environment at the University of Lodz	1.3.2. Unlocking the potential of the master – student relationship: synergy of experience and energy
1.1.3. Publishing research results in journals and publishing houses of high international prestige	1.2.3. Increasing research mobility of employees and doctoral candidates of the University of Lodz	1.3.3. Preparation of human resources for the world of science and knowledge-based economy
1.1.4. Making the paths of scientific development of the UL employees more flexible		

[education]

STRATEGIC OBJECTIVES: 2. Implementation of modern education based on scientific research and external relations		
2.1. Constant improvement of the quality of teaching at all levels of academic education	2.2. Strengthening competences enabling graduates to find employment in line with their expectations	2.3. Stronger link between education and scientific research
OPERATIONAL GOALS:		
2.1.1. Attracting creative, active and open candidates and participants of international exchange programmes	2.2.1. Making education more practical by tightening external relations	2.3.1. Development of mechanisms enabling effective inclusion of students in scientific research and research projects
2.1.2. Increasing the quality and attractiveness of teaching activities	2.2.2. Intensifying internationalisation of education processes and student mobility	2.3.2. Popularisation of scientific research among students
2.1.3. Improving education in doctoral schools	2.2.3. Implementing the idea of lifelong learning by continuous improvement of the offer of postgraduate studies, courses and vocational training	
2.1.4. Popularising mixed education		

[external relations]

STRATEGIC OBJECTIVES: 3. Strengthening the significance of the University of Lodz as an institution shaping reality in the environment		
3.1. Strengthening the image of the University of Lodz as a University boldly taking up challenges of the present	3.2. Strengthening openness and diversity in the cooperation of the University of Lodz with the social, economic and cultural environment	3.3. Building a culture of entrepreneurship and innovation at the University of Lodz
OPERATIONAL GOALS:		
3.1.1. Intensification of the support for the implementation of scientific research results (patents, protection rights for utility models) and their transfer to the environment	3.2.1. Creating and deepening external relations enabling mutual use of resources for the creation of joint ventures	3.3.1. Implementation of an interdisciplinary entrepreneurship programme inspiring students and doctoral candidates of the University of Lodz to implement their own ideas
3.1.2. Dissemination of research results and expert activity of the University of Lodz community	3.2.2. Enriching activities of the University of Lodz with initiatives strengthening its prominent position in the environment	3.3.2. Formation of a friendly environment for creative projects and innovative solutions
3.1.3. Support for the initiatives aimed at strengthening the social responsibility of the University of Lodz and shaping social sensitivity among members of its community	3.2.3. Initiating and promoting cultural activities of high artistic value	
3.1.4. Raising awareness of the principles of environmental responsibility	3.2.4. Creating strategic partnerships at the international level	

[community of the University of Lodz]

STRATEGIC OBJECTIVES: 4. Integration and development of the academic community around the values of the University of Lodz		
4.1. Continuous and dynamic development of the University of Lodz community, ensuring the best use of its potential	4.2. Increasing institutional efficiency of management	4.3. Modernisation of the University of Lodz infrastructure
OPERATIONAL GOALS:		
4.1.1. Active support for the development and comfort of work of the entire community of the University of Lodz	4.2.1. Constant improvement of the University management	4.3.1. "Green campus" – shaping the infrastructure of an environmentally friendly University
4.1.2. Integration of the community of the University of Lodz	4.2.2. Getting the University of Lodz community involved in the University management	4.3.2. Constant spatial development of the University infrastructure
4.1.3. Building work and study culture based on mutual respect	4.2.3. Constant improvement of financial management and ensuring financial stability of the University	



Activity directions

Strategy of the University of Lodz
2021–2030

[science]

1.1. Consistent building of the status of a research university			
OPERATIONAL GOAL 1.1.1. Carrying out bold research with breakthrough scientific potential	OPERATIONAL GOAL 1.1.2. Building "specialisation" of the University of Lodz – identification of and support for the research of the leading scientific teams	OPERATIONAL GOAL 1.1.3. Publishing research results in journals and publishing houses with high international prestige	OPERATIONAL GOAL 1.1.4. Making the paths of scientific development of the UL employees more flexible
Activity 1. Financial and organisational support for activities consistent with the objectives of the "Initiative of Excellence – Research University" competitions	Activity 1. Creating a support system for the leading scientific teams conducting research at the highest international level	Activity 1. Strengthening motivational and organisational support system aimed at increasing the number of publications in journals and publishing houses with the highest prestige	Activity 1. Creating a flexible system for determination of the teaching load depending on an employee's research and development achievements
Activity 2. Creation of interdisciplinary research centres and research consortia	Activity 2. Organisation of training sessions developing competences and scientific potential of the employees	Activity 2. Establishing and developing research cooperation with renowned international research institutions, including academic centres	Activity 2. Creating optimal conditions for the development of own research staff and recruiting outstanding researchers from other research centres
Activity 3. Intensification of support for applicants and those implementing research projects financed by prestigious institutions	Activity 3. Implementation of activities aimed at protection of intellectual property resulting from the implementation of research	Activity 3. Supporting access to the most important scientific resources and key scientific databases	
		Activity 4. Strengthening implementation of the policy of open access to scientific publications and research data	
		Activity 5. Supporting scientists with respect to creating data management plans	
		Activity 6. Providing support for journals affiliated with the University of Lodz that could enhance their international status	

[science]

1.2. Intensification of internationalisation and networking of the University of Lodz in the field of science		
OPERATIONAL GOAL 1.2.1. Strengthening the image of the University of Lodz as a research university with a recognized position in the international arena	OPERATIONAL GOAL 1.2.2. Building an international working environment at the University of Lodz	OPERATIONAL GOAL 1.2.3. Increasing research mobility of the employees and doctoral candidates of the University of Lodz
Activity 1. Implementing a systemic approach to improving position in international rankings	Activity 1. Recruiting the best researchers from Poland and abroad	Activity 1. Co-financing short research trips to the best research centres abroad
Activity 2. Organisation of international conferences of high scientific rank at the University of Lodz	Activity 2. Creating a convenient system of employment and service for international employees and visiting fellows	Activity 2. Popularising foreign study trips among doctoral students
Activity 3. Financial support for international teams managed by the employees of the University of Lodz	Activity 3. Creating a system for placing job advertisements in international recruitment portals	
Activity 4. Popularisation of writing doctoral theses in English	Activity 4. Conducting communication and documentation of the University in two languages: Polish and English	
Activity 5. Popularisation of selection of recognized foreign researchers for reviewers in the promotion procedures		
Activity 6. Support for the participation of the UL employees and doctoral students in supervisory bodies in international networks and research societies with recognized reputation		

[science]

1.3. Harmonious scientific development of young researchers in close and partnership cooperation with experienced scientists		
OPERATIONAL GOAL 1.3.1. Development of the scientific potential of young staff	OPERATIONAL GOAL 1.3.2. Unlocking the potential of the master-student relationship: synergy of experience and energy	OPERATIONAL GOAL 1.3.3. Preparation of human resources for the world of science and knowledge-based economy
Activity 1. Developing paths for individual scientific development of the UL students, doctoral candidates and young researchers after obtaining a PhD degree	Activity 1. Promoting cooperation in the field of publishing activity between experienced and young researchers	Activity 1. Developing and promoting industrial PhD programmes
Activity 2. Employment of graduates of doctoral schools with the best scientific achievements programme	Activity 2. Creating a scientific mentoring programme that promotes partnership cooperation between experienced and young researchers	Activity 2. Launching training courses addressed to young researchers on patents and implementations, and improvement of the procedural assistance system in this area
Activity 3. Launching training courses addressed to young scientists (on publishing and disseminating research results, external relations, obtaining grants)	Activity 3. Elaborating an internal grants programme to support scientific cooperation of experienced and young researchers	Activity 3. Supporting development of entrepreneurship and soft skills in young scientists
Activity 4. Taking into account the need to improve qualifications of young scientists in the organisational part of the periodic evaluation and teaching load	Activity 4. Promoting the involvement of young researchers in team research projects that are carried out by experienced scientists	

[education]

2.1. Constant improvement of the quality of teaching at all levels of academic education			
OPERATIONAL GOAL 2.1.1. Attracting creative, active and open candidates and participants of international exchange programmes	OPERATIONAL GOAL 2.1.2. Increasing the quality and attractiveness of teaching activities	OPERATIONAL GOAL 2.1.3. Improving education in doctoral schools	OPERATIONAL GOAL 2.1.4. Popularisation of mixed education
Activity 1. Improving student recruitment and service system in terms of student friendliness	Activity 1. Promoting innovation in education – openness to new forms and ways of organising education	Activity 1. Selecting the best staff to conduct classes in doctoral schools, including foreign and internationally renowned researchers	Activity 1. Intensifying support for academic teachers in the field of development of teaching and digital competences that allow for blended learning
Activity 2. Disseminating introduction of additional criteria in the case of recruitment for the best fields of study (e.g. a job interview)	Activity 2. Increasing contribution of individual work with a student in the education process –development of academic tutoring	Activity 2. Increasing the choice of subjects and making the study curricula more flexible within doctoral schools	Activity 2. Expanding the infrastructure consistently and introducing new IT tools that support didactic processes
Activity 3. Intensifying activities aimed at strengthening the presence of the University of Lodz in secondary schools, including continuation of the Talented Secondary School Student – Brilliant University Student programme	Activity 3. Strengthening significance of teaching competences in the academic teachers' motivational system (e.g., competition for the best e-learning course)	Activity 3. Improving evaluation of doctoral students' progress and advancement of doctoral theses	Activity 3. Launching more classes with a mixed formula
Activity 4. Strengthening the promotion of the educational offer of the University of Lodz in the international arena, including the offer of doctoral schools	Activity 4. Developing students' social competences	Activity 4. Developing the Doctoral Research Grants programme	
Activity 5. Creating a scholarship system for the best newly admitted students	Activity 5. Promoting environmental and sustainable development education as part of academic education	Activity 5. Intensifying support for doctoral students that apply for and implement research grants	
Activity 6. Promoting academic sport – creating a scholarship system for outstanding athletes	Activity 6. Creating conditions for research in the field of subject teaching and training of school and academic teachers	Activity 6. Creating a network of international contacts supporting the co-tutelle system	

[education]

2.2. Strengthening competences enabling graduates to find employment in line with their expectations		
OPERATIONAL GOAL 2.2.1. Making education more practical by tightening external relations	OPERATIONAL GOAL 2.2.2. Intensifying internationalisation of education processes and student mobility	OPERATIONAL GOAL 2.2.3. Implementing the idea of lifelong learning by constantly improving the offer of non-degree postgraduate studies, courses and vocational training
Activity 1. Simplifying procedures of practitioners' employment as teachers of vocational subjects	Activity 1. Strengthening international bilateral exchange of students and doctoral candidates	Activity 1. Strengthening and extending a competitive offer of the non-degree postgraduate studies on the Polish educational market, including custom-made studies
Activity 2. Increasing the share of fields of study with a practical profile in the education offer at the level of the first-cycle studies	Activity 2. Intensifying support for academic teachers in applying for international research and teaching, and teaching projects	Activity 2. Intensifying promotion of the MBA or Mini MBA studies
Activity 3. Making the subjects of diploma theses more practical, including commissioned work, and facilitating their implementation in cooperation with employers (simultaneously maintaining the highest scientific values of the work)	Activity 3. Increasing the number of fields of study taught entirely in English and promoting them internationally	Activity 3. Extending the offer of courses and trainings for individual clients, companies and external institutions (also in the form of e-learning)
Activity 4. Expanding educational programmes aimed at developing professional competences beyond the study curricula	Activity 4. Increasing the number of classes in English (and in other foreign languages), including those conducted by international lecturers, at every level of academic education	
Activity 5. Improving the database of employers providing the best possible care for students who undergo internships and supporting recruitment programmes for such internships	Activity 5. Obtaining international accreditation for subsequent fields of study	
Activity 6. Professionalisation of the system of monitoring the fate of the University of Lodz graduates, including international graduates	Activity 6. Organising international student and doctoral student events	
	Activity 7. Improving the system of accepting international educators for short-term stays	

[education]

2.3. Stronger link between education and scientific research	
OPERATIONAL GOAL 2.3.1. Development of mechanisms enabling effective inclusion of students in scientific research and research projects	OPERATIONAL GOAL 2.3.2. Popularisation of scientific research among students
Activity 1. Promoting involvement of students in research and research and teaching projects carried out at the University of Lodz	Activity 1. Intensifying support for research projects carried out in science clubs
Activity 2. Promoting involvement of students in conducting research and preparing scientific publications	Activity 2. Intensifying support for the students who apply for and implement research grants
Activity 3. Disseminating a scientific tutorial for the best students	Activity 3. Rewarding the best diploma theses
	Activity 4. Increasing involvement of students in the academic life of the University
	Activity 5. Promoting work at the University as an attractive career choice

[external relations]

3.1. Strengthening the image of the University of Lodz as a university boldly taking up challenges of the present			
OPERATIONAL GOAL 3.1.1. Intensification of the support for the implementation of scientific research results (patents, protection rights for utility models) and their transfer to the environment	OPERATIONAL GOAL 3.1.2. Dissemination of research results and expert activity of the University of Lodz community	OPERATIONAL GOAL 3.1.3. Support for the initiatives aimed at strengthening social responsibility of the University of Lodz and shaping social sensitivity among members of its community	OPERATIONAL GOAL 3.1.4. Raising awareness of the principles of environmental responsibility
Activity 1. Determining and implementing the effective support paths for application/ implementation projects	Activity 1. Intensifying the UL Experts programme	Activity 1. Implementing a coherent policy of the University's social responsibility	Activity 1. Cooperating with the environment for the adaptation of the city space to the effects of climate change, mitigating climate change and shaping the blue and green infrastructure
Activity 2. Establishing a network of scouts (brokers) of innovation at the Faculty level	Activity 2. Implementing coherent campaigns popularising research achievements of the University of Lodz	Activity 2. Promoting engagement of the University of Lodz community in social projects	Activity 2. Engaging in public debate on topics related to the sustainable development issues
Activity 3. Organising a training programme to raise awareness of applied research, e.g., intellectual property	Activity 3. Creating a programme to promote achievements of the leading UL scientists abroad	Activity 3. Implementing employee and student volunteering	
Activity 4. Promoting and supporting implementation of the industrial PhD programme at the University and in its surroundings	Activity 4. Lobbying for UL experts in strategic socio-economic events	Activity 4. Developing partnership in socially responsible activities for external stakeholders of the University of Lodz	
Activity 5. Strengthening importance of research and development activities in the periodic assessment of employees	Activity 5. Acting for the sake of presence of representatives of the University of Lodz in expert bodies		

[external relations]

3.2. Strengthening openness and diversity in cooperation between the University of Lodz and the social, economic and cultural environment			
OPERATIONAL GOAL 3.2.1. Creating and deepening external relations enabling the mutual use of resources for the creation of joint ventures	OPERATIONAL GOAL 3.2.2. Enriching activities of the University of Lodz with initiatives aiming at strengthening its prominent position in the environment	OPERATIONAL GOAL 3.2.3. Initiating and promoting cultural activities of high artistic value	OPERATIONAL GOAL 3.2.4. Creating strategic partnerships at the international level
Activity 1. Determining external relations framework and systematising this cooperation at the level of Faculties and central administration	Activity 1. Organisation and support of events popularising science – competitions, festivals, University celebrations with the participation of guests from the broadly understood environment	Activity 1. Organisation of multimedia/ exhibition space	Activity 1. Establishing relations with the Ministry of Foreign Affairs, embassies and diplomatic missions in order to promote research achievements of the employees of the University of Lodz
Activity 2. Implementing multi-faceted, long-term cooperation with business partners of strategic importance for the University	Activity 2. Implementation of programmes consisting in building professional competences of the students and preparing them to enter the labour market (job fairs, competence academy)	Activity 2. Creation of a curatorial programme combining academic and artistic circles	Activity 2. Organising international events (conferences, congresses, trainings) allowing for the exchange of ideas, achievements and networking
Activity 3. Intensifying participation of the representatives of the University of Lodz in programmes, conferences and workshops on the development of the city and the region	Activity 3. Support for the educational institutions operating at the University of Lodz (University of Lodz)	Activity 3. Promotion of cultural events (co-) organised by the University of Lodz	Activity 3. Optimising the network of contacts of international staff employed at and visiting the University of Lodz
Activity 4. Building and strengthening relations with UL graduates through the implementation of the VIP Alumni programme and the UL Alumni Club		Activity 4. Promotion of the students' participation in cultural events	

[external relations]

3.3. Building a culture of entrepreneurship and innovation at the University of Lodz	
<p>OPERATIONAL GOAL 3.3.1. Implementation of an interdisciplinary entrepreneurship programme inspiring students and doctoral candidates of the University of Lodz to implement their own ideas</p>	<p>OPERATIONAL GOAL 3.3.2. Formation of a friendly environment for creative projects and innovative solutions</p>
<p>Activity 1. Implementation of a comprehensive training offer in the field of entrepreneurship and innovation</p>	<p>Activity 1. Organisation of space for the implementation of creative and entrepreneurial projects</p>
<p>Activity 2. Development of the academic incubation programme and support for the student start-ups</p>	<p>Activity 2. Promotion of entrepreneurial attitudes among students, doctoral students and employees of the University of Lodz</p>
<p>Activity 3. Involvement of the UL Council for Entrepreneurship in the implementation and coordination of the entrepreneurship programme</p>	

[community of the University of Lodz]

4.1. Continuous and dynamic development of the University of Lodz community, enabling the best use of its potential		
OPERATIONAL GOAL 4.1.1. Active support for the development and working comfort of the entire community of the University of Lodz	OPERATIONAL GOAL 4.1.2. Integration of the community of the University of Lodz	OPERATIONAL GOAL 4.1.3. Building work and study culture based on mutual respect
Activity 1. Development of the University Diversity programme and further implementation and continuous improvement of employment and recruitment conditions for the University employees in accordance with the provisions of the European Charter for Researchers	Activity 1. Creating and implementing solutions for the mutual exchange of knowledge and experience among the community of the University of Lodz	Activity 1. Implementing the UL community code of conduct
Activity 2. Strengthening work safety and crisis management procedures at the University	Activity 2. Organising events that integrate the entire community (ceremonial opening of the year, the University of Lodz Celebration Day, etc.)	Activity 2. Implementing the programme of studying relations between the UL community members
Activity 3. Supporting the UL employees with children in maintaining working comfort and professional efficiency	Activity 3. Integrating administration of the central level with the Faculties and other University units administration	Activity 3. Adopting an implementation plan for the equality measures package

[community of the University of Lodz]

4.2. Increasing institutional efficiency of management		
OPERATIONAL GOAL 4.2.1. Constant improvement of the University management	OPERATIONAL GOAL 4.2.2. Involving the University of Lodz community in the University management	OPERATIONAL GOAL 4.2.3. Continuous improvement of financial management and ensuring financial stability of the University
Activity 1. Implementation of a system of two-way internal communication, conducive to constant dialogue in the community	Activity 1. Appointment of permanent Rector's area teams to implement strategic objectives	Activity 1. Taking care of financial stability of the University – making financial decisions based on a thorough analysis of their effects
Activity 2. Computerisation of the University management – active development of IT tools that ensure easy access to information and work optimisation	Activity 2. Implementation of an integrated programme for evaluation of the functioning of the University by the University of Lodz community	Activity 2. Diversification of sources of the University revenues – increasing the share of revenues from external sources (from projects, commercialisation of research results, etc.)
Activity 3. Professionalisation of administration of the University of Lodz	Activity 3. Introduction of friendly communication of legal and organisational changes, including ensuring simplified access to legal acts	Activity 3. Constant adjustment of the structure of the social benefits programme to the changing needs of the UL community
Activity 4. Ensuring continuity of the University's operation by implementing the staff replacement policy		Activity 4. Setting up the „Full time grant” fund
Activity 5. Development of the University's environmental policy and implementation of the environmental management system		
Activity 6. Implementation of the accessibility policy (architectural, digital and information and communication)		

[community of the University of Lodz]

4.3. Modernisation of the University of Lodz infrastructure	
OPERATIONAL GOAL 4.3.1. "Green campus" – shaping the infrastructure of an environmentally friendly University	OPERATIONAL GOAL 4.3.2. Constant spatial development of the University infrastructure
Activity 1. Introducing green tender procedures/green public procurement	Activity 1. Development and implementation of the University's spatial development policy
Activity 2. Introducing and developing rules and procedures for the use of tangible infrastructure and other University resources that take into account reduction of natural resources consumption	Activity 2. Continuous adaptation of the University of Lodz infrastructure to the requirements of individuals with special needs

„Their minds become more fertile, their thoughts wiser, tastes more refined, the conversations they hold turn out more invigorating, insistent and uplifting. It is the very nature of intellectual work that causes these changes; much more so if it is labour of love, working in a team of devoted enthusiasts of science, open minds eager to embrace research. It is like a mental orchestra, no less spiritual, but infinitely more intelligent.”

Prof. Tadeusz Kotarbiński

