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DEVELOPMENT STRATEGY

UNIVERSITY OF SZCZECIN

2019-2028

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SZCZECIN, September 2019



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1. INTRODUCTION

The University of Szczecin, established in 1985, is the successor of generations of scientists, students and administrative staff who built higher education in Szczecin after 1945. It refers to the academic traditions of Szczecin going back to the 16th century and the historical heritage of Western Pomerania. The most important university tradition is cultivated at our university – namely, the self-governing community of scientists, students, doctoral students and administrative staff who serve the progress, welfare of an individual and society is growing in mutual respect and feeling of solidarity.

The competitive advantage of the University of Szczecin is the conduct of scientific research and education in the field of social sciences, humanities, science and natural sciences, health sciences and theology. We are the university which has full academic eligibilities in such scientific disciplines as: economics and finance, management science, science of politics and administration, pedagogy, socioeconomic geography and spatial management, legal sciences, philosophy, history, linguistics, literature studies, earth and environment science, biological sciences, theological sciences. In addition, the University of Szczecin is entitled to confer a doctoral degree in the discipline of physical sciences, mathematics, physical culture sciences, which should also obtain full academic eligibilities.

Once again in its over thirty years of history, the University of Szczecin faces a serious challenge. The dynamically changing conditions of higher education institutions in Poland, including the introduction of the Act of 20 July 2018 on Higher Education and Science, require us to take decisive action to strengthen the position of an academic institution.

The following **strategic objectives** have been formulated for 2019-2028:

1. Strong scientific centre.
2. High quality of education.
3. Cooperation with the University environment.
4. Efficiency of the University Operation.
5. Financial stability.

A factor conducive to the achievement of all the intended objectives is the identification of general and specific tasks, their hierarchy, taking into account the resources available and the interaction between the university and its environment.

The analysis of demographic factors and the recommendations of the Ministry of Science and Higher Education encourage us to work together with other universities to create a federation and consolidate.

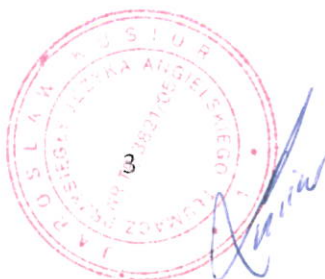
The monitoring system proposed in this update, including, in particular, a set of yardsticks to assess the achievement of the various strategic objectives, is an essential element for monitoring progress towards achieving the stated objectives.

The most important factor guaranteeing the effective implementation of our strategy is the involvement of all employees in the achievement of individual strategic and operational objectives.

At all levels of university management, **we will take up** this challenge with the conviction that every day of our work is subordinated to ensuring that our University has its rightful place among public universities.

Prof. Dr Edward Włodarczyk, prof. Ph.D.

Rector of the University of Szczecin



2. VISION OF THE UNIVERSITY OF SZCZECIN

Alma MaterStetinensis, as a public academic institution, operating on the borderland of the Republic of Poland, will build its brand, recognisable in Poland, Europe and the world.

The academic community aware of its tasks in the region will strive to intensify and strengthen cooperation with other entities, scientific, social and economic.

In 2028 the University of Szczecin should be a university which:

1. occupies a high position among universities in Poland, being a centre of scientific research at the highest world level.
2. conducts high quality cooperation in education and research with national, European and non-European universities.
3. provides conditions for scientific development of its employees in accordance with the highest international standards.
4. educates students and doctoral students, enabling them to fully develop personally and culturally and preparing them to successfully enter the labour market and take on social roles.
5. is an integral part of the city and the region and is active in the social, cultural and economic areas, educating intellectual elite and participating in building a creative class.

3. MISSION OF THE UNIVERSITY OF SZCZECIN

The University of Szczecin conducts independent scientific, educational and culture-forming activities, respecting the principles of humanism, democracy and tolerance, and disseminates values of the cultural heritage of a uniting Europe and its native tradition.

PRINCIPAL MISSION

UNITY OF SCIENCE AND EDUCATION

The principle mission of the University of Szczecin is to carry out independent and high-level research and teaching activities, taking into account the close links between the two areas, maintaining the autonomy of the university and the freedom to undertake research and choose the content of education.

At the University of Szczecin research problems are undertaken in a wide range of sciences: humanities, social, natural and exact sciences, physical and theological culture in an interdisciplinary and international dimension.

The rich and diverse offer of education for students, doctoral students and not full-fledged students is constantly adapted to the challenges of today, in accordance with the highest world standards.



SOCIAL MISSION

ENABLING ACCESS TO AND DISSEMINATION OF KNOWLEDGE

The university community cares about access to knowledge for the widest and most age-differentiated social groups, including people with disabilities and at risk of exclusion. It offers a wide range of forms and modes of study and enables participation in the process of lifelong learning. In order to fulfill this mission, employees are constantly developing modern techniques and knowledge transfer skills, ensuring open access to scientific and educational content.

CULTURAL MISSION

CREATIVE PARTICIPATION IN LOCAL AND GLOBAL CULTURE- FORMING PROCESSES

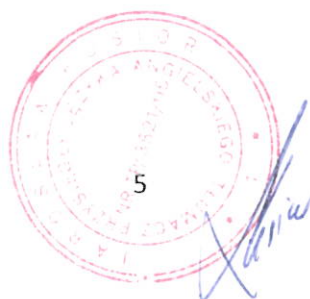
An important mission of the University is to care for the cultural heritage of our homeland and of the whole of the unifying Europe and to promote universal humanistic values. It is also a challenge to actively participate in building and strengthening the regional identity of West Pomeranian residents.

The location of our University is a challenge for the academic community, which should be distinguished by an exceptional understanding of the spirit of tolerance and a desire to learn about other cultures, religions, ideas and customs. It is also an opportunity to take on an important role in establishing fruitful academic and cultural contacts between Poland and Germany, the countries of the Baltic Sea region and other countries of Europe and the world.

CIVIC MISSION

ELITES FORMATION - SOCIAL AND ECONOMIC LEADERS

The University of Szczecin, working creatively in partnership with its surroundings, prepares students to become active citizens and play important social, political and economic roles. Graduates are characterised by their ability to understand the surrounding world, accepting its complexity and social diversity, and to cooperate for the common good in the spirit of tolerance and respect for human rights. They are distinguished by their professionalism, initiative and entrepreneurship, as well as responsibility for the fate of the region, the homeland and the world.



4. STRATEGIC AND OPERATIONAL OBJECTIVES

Strategic objective 1

A STRONG SCIENCE CENTRE

The scientific activity of the University of Szczecin, as the university of the future, is aimed at conducting top-quality interdisciplinary and innovative research, taking into account the needs arising from the city's and region's strategy. These effects will be achieved by implementing the following operational objectives:

- 1.1. Development of scientific disciplines to be evaluated.
- 1.2. increase in the number of scientific disciplines with scientific categories A+, A, B+.
- 1.3. Intensification of cooperation with foreign and domestic research centres.
- 1.4. Increase in the number and value of research projects implemented, including those under the Regional Initiative of Excellence.
- 1.5. Increasing the participation of research and research and teaching staff among a group of academic teachers and creating conditions conducive to their further promotions, in particular the title of professor.
- 1.6. Recruiting young research and teaching and research workers and supporting their scientific development.
- 1.7. Implementation of a coherent incentive system for research, research and university teaching staff aiming at increasing the intensity of research work, publication of its results and applying for external sources of project financing.
- 1.8. Obtaining by the US Scientific Publishing House the status guaranteeing high scores for published monographs.
- 1.9. Publishing by the University of Szczecin only magazines included in reputable index databases.
- 1.10. Strengthening, modernising and adapting infrastructure and knowledge bases to research needs.
- 1.11. Increase in knowledge and technology transfer resulting in improved functioning of the economy and society.

Strategic objective 2

HIGH QUALITY OF EDUCATION

One of the most important tasks of the entire academic community is to strive for continuous improvement of the quality of education. The realization of this goal guarantees students the possibility of gaining education and skills which will ensure them to take up social roles, success on the labour market and make them aware of the necessity of constant improvement of their qualifications. High quality of education will be achieved through the implementation of the following operational objectives:

- 2.1. Improving the programme offer through: adaptation of the first and second degree courses and uniform master's degree courses to the requirements of the university environment, combining education with work in the form of dual studies, development of *e-learning* and taking into account the so-called short forms in lifelong learning.
- 2.2. Ensuring high quality education in doctoral schools.
- 2.3. Development of various forms of international cooperation in the field of education, including efforts to expand the offer of studies conducted in foreign languages.
- 2.4. Obtaining national, foreign and professional accreditations for the courses of study.
- 2.5. Continuous improvement of the teaching skills of employees using external financial resources for this purpose.
- 2.6. Improving the quality of the teaching infrastructure and knowledge base.
- 2.7. Improving the system of student internships and professional experience.
- 2.8. Developing students' interests beyond the curriculum, increasing their scientific, cultural and social competences.
- 2.9. Improving quality management of education.

Strategic objective 3

COOPERATION WITH THE UNIVERSITY ENVIRONMENT

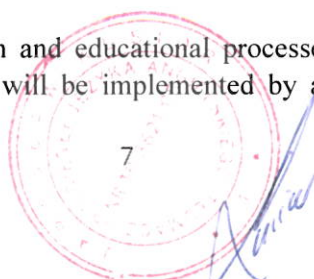
The University of Szczecin is an integral part of the city and region. It is also a modern research and educational centre and a strong centre of cultural creation processes. It actively cooperates with those around on a social, economic and cultural level, based on openness to the needs of external stakeholders from the civil, administrative and business sectors and building, maintaining and strengthening ties with them, as well as active participation in public life. Cooperation with the University environment will be implemented through the following operational objectives:

- 3.1. Introducing new and improving forms and methods of effective communication with the environment.
- 3.2. Strengthening active citizenship, entrepreneurship and involvement and responsibility for public affairs among students and staff of the University of Szczecin.
- 3.3. Strengthening ties with graduates of Szczecin University and promoting their achievements.
- 3.4. Creation of a system for obtaining information on the needs and intentions of external stakeholders, including studies commissioned by them, competitions announced, expert opinions and studies ordered, and advice sought.
- 3.5. Adapting the activities of the University of Szczecin to the needs of various social groups, including the elderly, the disabled and people at risk of social exclusion.
- 3.6. Establishing and developing effective cooperation with cross-border and international partners.
- 3.7. Creating a model of cooperation between the University of Szczecin and the local government environment.
- 3.8. Cooperation with local authorities of Szczecin and the region aimed at promoting the city as an academic centre.

Strategic objective 4

EFFICIENCY OF UNIVERSITY OPERATION

The implementation of research and educational processes at a high level requires efficient operation of the University. This task will be implemented by achieving the following operational



objectives:

- 4.1. Identification and optimisation of management processes taking place in the University.
- 4.2. Constant adaptation of the organisational structure to the current tasks of the University.
- 4.3. Achieving high efficiency of the internal and external communication system.
- 4.4. Continuation of activities related to the implementation of the modernised IT system, in particular the electronic document circulation system, meeting current organisational and communication needs.
- 4.5. Implementation of a controlling system which guarantees effective and efficient conduct of research and teaching activities of the University.
- 4.6. Developing principles of personnel policy aimed at achieving high quality intellectual capital and efficient functioning of the University.
- 4.7. Improving the system of periodic evaluation of administrative staff and university teachers.
- 4.8. Developing an incentive system for employees.
- 4.9. Increasing the competence of employees through a system of training tailored to the tasks of the university.

Strategic objective 5

FINANCIAL STABILITY

The realisation of the University of Szczecin's vision, individual missions and strategic goals requires the maintenance of financial stability, which will be achieved through the following operational goals:

- 5.1. Maintaining liquidity.
- 5.2. Increasing the share of the University of Szczecin in the total funds allocated by the Ministry of Science and Higher Education to finance universities.
- 5.3. An increase in revenue from paid forms of education, scientific projects and cooperation with the social and economic environment.
- 5.4. Obtaining funds from the budgets of local government units.
- 5.5. Constant adjustment of the assets and employment of employees to the teaching and research needs of universities.
- 5.6. Allocating funds to projects of high scientific or educational quality.
- 5.7. Monitoring of the implementation of the material and financial plan.

5. ASSUMPTIONS OF THE STRATEGY IMPLEMENTATION MANAGEMENT SYSTEM

Implementation of the Strategy

The implementation of the Development Strategy of the University of Szczecin will consist in the effective action of its main executors, i.e. the Rector, the Senate and the University Council, and the involvement of the entire academic community, especially the dean's authorities, directors of institutes and other persons holding managerial positions in the process of its implementation.

The implementation of the Strategy is supervised by the Rector. The implementation of the Strategy will be carried out by task forces or designated organisational units of the University.

Monitoring and evaluation of the implementation of the Strategy

Monitoring of the Strategy process will be based on measuring the effects of its implementation and evaluating, on an annual basis, the degree of implementation and compliance of the achieved effects with the operational objectives set out in the Strategy. An exception is the monitoring of the

financial situation of the University, which will be carried out on a monthly basis. The analysis of the implementation of the Strategy will be performed by the Rector. His/her conclusions will be presented for the opinion of the University Council and will constitute a basis for discussion on the pace of the University's development and a premise for making corrections in the process of the Strategy implementation. At the same time, the evaluation of the degree of its implementation will be included in the University's report, presented annually at the forum of the US Senate. The report should indicate the reasons for the lack or delay in the implementation of individual actions planned under the strategic objectives.

Key measures to assess the operational objectives of the University of Szczecin

Name of the operational objective	Name of a measurer
1 - Strong science centre	<ul style="list-style-type: none"> - number of staff to be evaluated in each discipline - number of A+, A and B+ categories in the sum of scientific disciplines - number and value of research projects carried out - number of titles and degrees obtained and awarded - number of magazines published and their score - amount of expenditure on research infrastructure by source of funding
2 - High quality of education	<ul style="list-style-type: none"> - number of students, doctoral students by field of study - number of coming and leaving foreign students - number of courses taught in foreign languages - number of students and doctoral students participating in research - number of awards and distinctions for students and doctoral students - amount of expenditure on the development of teaching infrastructure by source of funding
3 - Cooperation with the University environment	<ul style="list-style-type: none"> - number and type of initiatives taken, including the number of staff and students involved - number of post-graduate studies and courses conducted
4 - Efficiency of the University Operation	<ul style="list-style-type: none"> - number and evaluation of activities to improve the operation of the University - level of staff satisfaction with the operation of administrative departments
5 - Financial stability	<ul style="list-style-type: none"> - liquidity ratios - value and structure of revenues - value and cost structure

Detailed measures to assess the operational objectives of the University of Szczecin

Name of the operational objective	Name of measurer
Objective 1 - A strong science centre	
1.1 Development of scientific disciplines subject to evaluation	<ul style="list-style-type: none"> number of points of the Ministry of Science and Higher Education, in compliance with criterion 3N - average per employee
1.2 Increase in the number of scientific disciplines with scientific categories A+, A, B+	<ul style="list-style-type: none"> number of scientific disciplines number of scientific disciplines that have improved the scientific category
1.3 Intensifying cooperation with foreign and national research centres	<ul style="list-style-type: none"> number and characteristics of forms of cooperation with scientific and research centres number, purpose and duration of research stays and visits of the university staff
1.4 Increase in the number and value of research projects implemented, including those under the Regional Initiative of Excellence	<ul style="list-style-type: none"> Number and characteristics of research projects number of patents, inventions and utility models (filed and implemented)
1.5 Increasing the participation of research and research and teaching staff among a group of academic teachers and creating conditions conducive to their further scientific advancement, including in particular the title of professor	<ul style="list-style-type: none"> share of research and research and teaching staff in the total number of university teachers
1.6 Recruiting young research and teaching and research employees and supporting their scientific development.	<ul style="list-style-type: none"> age structure of university teachers amount of research appropriations for young researches (up to 35 years)
1.7 Implementation of a coherent incentive system for research, research and teaching staff aiming at increasing the intensity of research work, publishing its results and applying for external sources of project financing	<ul style="list-style-type: none"> qualitative analysis of the incentive scheme

1.8 The US Scientific Publishing House obtains a status guaranteeing high ranks for published monographs	<ul style="list-style-type: none"> monographs published ranked
1.9 Publishing by the University of Szczecin only magazines included in reputable index databases	<ul style="list-style-type: none"> number of journals that have improved their ranks
1.10. Strengthening, modernising and adapting infrastructure to research needs	<ul style="list-style-type: none"> number and scope of actions to improve research infrastructure
1.11. Increase in knowledge and technology transfer resulting in improved functioning of the economy and society	<ul style="list-style-type: none"> number of initiatives related to knowledge and technology transfer
Objective 2 - High quality of education	
2.1 Improvement of the programme offer through: adaptation of the conducted fields of study to the requirements of the University environment, combining education with work in the form of dual studies, development of <i>e-learning</i> and inclusion of the so-called short forms in lifelong learning	<ul style="list-style-type: none"> number of fields of study, post-graduate studies and courses conducted number of students, doctoral students, course participants and not full-fledged students number of fields of study conducted in cooperation with the university environment number and type of e-learning hare
2.2 Providing high quality education in doctoral schools	<ul style="list-style-type: none"> percentage of positive evaluations resulting from the mid-term evaluation of doctoral students, promoters and lecturers
2.3 Development of various forms of international cooperation in the field of education, including efforts to expand the range of courses of study conducted in foreign languages	<ul style="list-style-type: none"> forms of international cooperation (quantitative and qualitative assessment) number of university teachers leaving and coming for teaching purposes number of visiting professors
2.4 Obtaining national, foreign and professional accreditations for the fields of study pursued	<ul style="list-style-type: none"> number of accreditations obtained and their characteristics
2.5 Continuous improvement of the teaching skills of the staff using external funding for this purpose	<ul style="list-style-type: none"> number and type of teacher training provided, including number of not full-fledged students

2.6 Improving the quality of teaching infrastructure	<ul style="list-style-type: none"> number and type of actions to improve teaching infrastructure
2.7 Improving the system of student internships and professional experience	<ul style="list-style-type: none"> number of contracts signed with employers
2.8 Developing students' interests beyond the curriculum, increasing their scientific, cultural and social competences	<ul style="list-style-type: none"> number of active scientific groups - number of conferences, trainings, initiatives addressed to students, including the number of participants
2.9.Improvement of education quality management	<ul style="list-style-type: none"> qualitative evaluation of the functioning of the management system, including
Objective 3 - Cooperation with the University environment	
3.1 Improving forms and methods of effective communication with the University	<ul style="list-style-type: none"> media monitoring
3.2 Strengthening among students and employees of the University of Szczecin active citizenship, entrepreneurship and involvement and responsibility for public affairs.	<ul style="list-style-type: none"> number and type of initiatives taken
3.3 Strengthening ties with graduates of University of Szczecin and promoting their achievements.	<ul style="list-style-type: none"> the responsiveness rate of graduate tracer studies
3.4 Creation of a system for obtaining information on the needs and intentions of external stakeholders, including research commissioned by them, announced competitions, commissioned expertise and studies and advice sought.	<ul style="list-style-type: none"> number and forms of information on the needs of external stakeholders
3.5 Adaptation of the activities of the University of Szczecin to the needs of various social groups, including the elderly, the disabled and people at risk of social exclusion.	<ul style="list-style-type: none"> number and description of forms of activity addressed to the needs of various social groups
3.6 Establishing and developing effective cooperation with cross-border and international partners.	<ul style="list-style-type: none"> number and forms of cross-border and international cooperation established
3.7 Creating a model of cooperation between the University of Szczecin and the local government.	<ul style="list-style-type: none"> number and types of forms of cooperation with the local government environment (quantitative and qualitative evaluation)

3.8 Cooperation with the local authorities of Szczecin and the region aimed at promoting the city as an academic centre.	<ul style="list-style-type: none"> number and types of forms of cooperation aimed at the "Academic Szczecin" project
Objective 4 - Efficiency of the University Operation	
4.1 Identification and optimisation of management processes in the University	<ul style="list-style-type: none"> number and type of activities to optimise management processes
4.2 Permanent adaptation of the structure the organisational structure for the current tasks of the university	<ul style="list-style-type: none"> number and type of activities to optimise the organisational structure
4.3 Achieving high efficiency of the internal and external communication system	<ul style="list-style-type: none"> number and type of actions to improve the communication system
4.4 Continuation of activities related to the implementation of the modernised information and communication system, which meets current organisational and communication needs , in particular the electronic document circulation system	<ul style="list-style-type: none"> list and description of the state of progress of implementation of the integrated IT system
4.5 Implementation of a controlling system which guarantees effective and efficient conduct of research and teaching activities of the university	<ul style="list-style-type: none"> description of implemented procedures of the controlling system
4.6 Developing principles of human resources policy aimed at achieving high quality intellectual capital and efficient operation of the University	<ul style="list-style-type: none"> number and type of actions taken as a result of employee evaluation
4.7 Improvement of the system of periodic evaluation of administrative staff and university teachers	<ul style="list-style-type: none"> number and type of actions taken to improve the evaluation system
4.8 Developing an incentive system for employees	<ul style="list-style-type: none"> average remuneration in particular occupational groups number of awards for employees number of employees who have had their tuition fees reduced for scientific activities
4.9 Improvement of employees' competences through a system of training adapted to the tasks of the University	<ul style="list-style-type: none"> number of employees trained and description of training provided
Objective 5 - Financial stability	
5.1 Maintaining liquidity	<ul style="list-style-type: none"> liquidity ratios

5.2 Increasing the share of the University of Szczecin in the total funds allocated by the Ministry of Science and Higher Education to finance universities	<ul style="list-style-type: none"> • US share of the amount of the Ministry of Science and Higher Education subsidy • amount of subsidy per employee • amount of subsidy per student
5.3 Increase in revenue from paid forms of education, scientific projects and cooperation with the social and economic environment	<ul style="list-style-type: none"> • value and structure of revenues
5.4 Obtaining funds from the budgets of local government units	<ul style="list-style-type: none"> • value of funds raised by source
5.5 Permanent adaptation of the assets and employment of employees to the teaching and research needs of universities	<ul style="list-style-type: none"> • value of revenue on account of lease and tenancy • value of revenue from the sale of non-financial fixed assets • average percentage of use of university resources
5.6 Allocation of funds to projects of high scientific or educational quality	<ul style="list-style-type: none"> • amount of funding for individual projects
5.7 Monitoring the implementation of the material and financial plan	<ul style="list-style-type: none"> • percentage of implementation of revenue and costs included in the material and financial plan

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I, Jaroslaw Kusior, sworn translator of English

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