



The Jagiellonian
University

2030

Strategy

Mission

The Jagiellonian University – Alma Mater Iagellonica is proud of its history.

The University serves the people by conducting research and educating generations of students with respect to the truth.

The Jagiellonian University shapes the future.

The University develops as a research university. It creates excellent opportunities to study and conduct research to achieve globally significant results. The University is socially responsible in enhancing the development of the city of Kraków, the Małopolska region, Poland and the world.

The Jagiellonian University follows the principle:

Plus ratio quam vis.

UNIVERSAL VALUES

Truth

Pursuing the truth, formulating well-grounded hypotheses, judgements and theories, which are in agreement with state-of-the-art science and with respect to the truth as a fundamental value of each and every member of this community.

Goodness

Pursuing every avenue to shape and implement the social and individual good of the academic, national and international community; following an ethical code in one's personal and academic life, in conducting research and teaching, and in participation in socio-political debate; in acting in accordance with the principles of respecting human dignity, justice, tolerance and kindness.

Beauty

Pursuing to discover, preserve and maintain historical, artistic, cultural and environmental heritage, which constitutes the basis for the existence and development of a national and transnational community; educating students to respect this heritage and promoting its unique value.

ACADEMIC VALUES

Autonomy of the University

Strengthening the role of the University as a realm for research and teaching that remains independent of ideological, political and economic pressures.

Freedom of research and teaching

Promoting research independence, courage in facing difficult scientific challenges, openness to a diversity of theoretical solutions, practices and trends in research and teaching development devoid of pressure as well as research and teaching content that is not scientifically justified but results from ideological, economic or political interests.

Fairness in research and teaching

Being reliable in research and education; opposing practices that are reprehensible and contrary to the Jagiellonian University Academic Code of Values and universal values; transparency and ethics within research practices as well as in principles governing education itself; continuous development of academic competences.

Responsibility in research and teaching

Fostering high quality research and teaching practices; continuous improvement of research methodologies and striving for the best possible results of scientific work as the manifestation of responsibility for the implementation of the University Mission and its impact on the University and the environment.

SOCIAL VALUES

Plus ratio quam vis

Promoting, in all aspects of life, an attitude based on scientific evidence and rational arguments, respect for others and the highest ethical standards; actively counteracting the use of force and violence as tools to solve conflicts and disputes.

Dialogue

Popularising social and political debate based on the values of a democratic country rooted in the rules of law, rational arguments and cooperation for the common good; cooperation and experience sharing with social and economic environments; in decision making acknowledging and drawing upon well-founded positions based on the knowledge, experience and creativity of the members of the University community.

Openness

Creating an environment of responsible, modern, sensitive, independent, tolerant and open citizens, who respect tradition and its contribution for the development of the national and international community; opposing all forms of discrimination.

Actions

Developing diversified, responsible and rational activities of members of the University community within economic, social and political spheres; shaping and promoting social attitudes and activities aimed at offering support, improving the quality of life, and the conservation of natural resources and the climate.

Cooperation

Combining efforts, knowledge and experience to achieve common goals; commitment and reliability in team activities.

Solidarity

Participating in the activities of the University community perceived as the common good; building good relations with members of the community offering support in their self-development and readiness to help respect all differences amongst people; unity in diversity, respecting each person and their values and culture.

Accessibility

Striving to ensure such conditions within the physical environment, digital spaces and the organization of processes and methods that in no way exclude any person with disabilities and specific needs from studying and pursuing a professional career.

Vision

The Jagiellonian University as a world-renowned research university, a leading research centre in Central and Eastern Europe

The Jagiellonian University continues its transformation into a modern research university. It is one of the leading universities in Europe and systematically improves its position within global science. The University undertakes ambitious and complex research problems that address the challenges of our world. It conducts high quality research, including interdisciplinary and cross-field research. It is constantly developing a scientist-friendly research environment and efficiently managing tasks of the Excellence Initiative – Research University programme. With professional staff and supportive administrative solutions the University acquires and manages prestigious research grants, both at local and international levels. Through the activities of Collegium Medicum and the Uni-

versity Hospitals, the University develops and implements medical knowledge and practices to prevent diseases and save life. The University observes ethical standards in scientific work and counteracts dishonesty in scientific activities. The University promotes the presence of academic values in public debate and popularises science. The Jagiellonian University of the future is an even more recognizable and highly acclaimed university, in both educational and other international rankings. It is also a university that enjoys a reputation among scientists, employers, people in public office, as well as prospective students: in public opinion, the Jagiellonian University is viewed as a prestigious academic centre.

High standards of student education integrated with science and the environment

For the Jagiellonian University high standards of student education is, as with research, of fundamental importance. In the admission process, the University attracts the most talented young people from Poland and abroad and cares for their development: it is an academic source of talents. The University fosters student research and offers a wide range of interdisciplinary programmes and courses; it cooperates with employers in improving educational programmes, the attainment of professional skills and experience, and provides opportunities to implement projects within the socio-economic environment. Undergraduate studies (first-cycle studies) offer a wide profile drawn on a variety of scientific disciplines and on a creative combination of their elements. Graduate studies (Master studies) prepare high-class specialists and candidates for research work and to teach. The University also offers paid forms of educa-

tion, which employ innovative teaching methods and digital platforms. It constantly develops a postgraduate continuous education programme for specialists at various periods in their career development. The University monitors and improves the quality of teaching and advances academic teachers' competences. It implements and modernises joint teaching programmes within the framework of the European University Una Europa. It supports students' scientific, cultural, social and sports activities and enhances students participation in the decision-making process. The University provides for outstanding students and social leaders. It supports students in difficult material, health or life situations, launches scholarship programmes seeking diverse sources of funding. The University ensures the accessibility to didactics and its facilities for those with specific needs.

High-class doctoral schools

Young academic professionals' development is one of the key tasks of a research university. Consequently, the Jagiellonian University develops its disciplinary doctoral schools providing appropriate financial and organizational facilities. Doctoral schools offer education programmes in a single scientific discipline, interdisciplinary programmes or programmes that combine various scientific fields; numerous programmes are conducted jointly with other academic centres, in particular in collaboration with the European University Una Europa. The PhD students in the University doctoral schools are the best graduates from the University and foreign institutions. The

University enhances quality education and facilitates research. It also makes every effort to ensure that specific needs related to persons with disabilities or in a difficult material, life or health situation do not impede the development of their potential. The PhD students are members of their supervisors' research teams, individuals selected from among the best of the University's academics. Foreign internships, cooperation within international research teams, international summer schools and conferences are important elements of PhD student education as developed within the University doctoral schools.

University attractive to students, PhD students, teachers and scientists from Europe and the world

The Jagiellonian University is steadily transforming itself into a university of international scope and significance. It encourages intensive international research and teaching cooperation via research teams and university networks. It provides an efficient support system for international research teams. It aims at employing outstanding scientists, admitting excellent PhD students and postdoctoral fellows from other countries who choose the University for their temporary or permanent work and stays. It underpins the international research and teaching mobility of its employees and PhD

students and runs large-scale student exchange programmes. The University efficiently cooperates internationally through projects within its socio-economic environment in the spirit of excellence, reciprocity and versatility of such relations. The University is an active partner within the European University Una Europa, dynamically contributing towards developing joint ventures, e.g. the programme for an integrated European university campus. The University is constantly improving organizational solutions to ease the functioning of international co-operation.

Intensive cooperation with the environment. Social impact

The University cooperates with entrepreneurs, public administration and social organizations to find solutions to vital environmental, health, technological, economic and social problems and focuses on the development of culture and education. It constantly improves the mechanisms for the transfer of scientific solutions to business and strives to support academic entrepreneurship. It also attracts partners who support the University financially and orga-

nizationally in performing its research and teaching functions. The University maintains bonds with its alumni and encourages them to work for their Alma Mater. The University articulates global aspirations and engages in the development of its local environment – the city of Kraków and the Małopolska region as a whole. It substantially contributes to the improvement of public health, disease prevention, protection and improvement in the quality of life and health, natural

environment conservation and solves social and economic problems, many of which are related to digital transformation and climate change. It is committed to culture development and the protection, documentation

and dissemination of material and spiritual heritage. It takes a stand on matters vital for Poland, those which are evidence-based, rationally justified and in agreement with the University's values.

Excellent employer

The Jagiellonian University follows an active, friendly and development-oriented HR policy towards all of its employees, both academic teachers and non-teaching staff. The University's recruitment policy is implemented in line with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The University relies on a modern, transparent and flexible recruitment system that attracts the best candidates from Poland and abroad and ensures the optimal use and development of the potential of its employees, both academic teachers and non-teaching staff. The system is based on the diversification of career paths, developmental support, a friendly work environment and objective performance appraisal. The system rewards achievements in research, teaching and organizational activity as part of a transparent and effective incentive scheme; the division of academic teachers' workload is managed flexibly between research and teaching for

the best possible results in both areas. The University enhances conditions for cooperation and dialogue between people of different views, origins and those representing social minorities. It prohibits any kind of discrimination and exclusion, which is not acceptable in the academic community. The University attempts to use the potential of its employees with specific needs through the implementation of any necessary changes. The University develops modern HR management using digital tools, strategic planning and best practices. It reinforces equal opportunities and equal treatment of its employees. A promotion and award system is based on fair assessment of an employee's contribution to the various areas of the University's activities. The University maintains contact with retired University employees and utilises their experience and potential. Dialogue with employees and their representatives is a pivotal standard of the Jagiellonian University management.

A well-managed, financially stable university

The Jagiellonian University is a modern, strategically well-managed organization. It uses modern technologies to provide comprehensive, friendly, digital support for organizational processes. It attempts to reduce the administrative workload of academic teachers and students to a required level. University activity has a firm financial foundation. The University follows a rational financial policy conducive to sustainable development and the optimal use of its assets. It systematically increases the share of funds from outside the budget subvention to finance university undertakings, thus

strengthening the economic foundation through autonomy. It pursues a long-term investment policy based on needs analysis, rationally managing its property and on-site resources. In the management processes and infrastructure development, it cares for the climate and the natural environment as well as for the accessibility of the University facilities for persons with specific needs. In management processes, it takes into account the voice of all groups within the academic community, in particular by listening to the voice of students and PhD students.

Strategic objectives and actions

OBJECTIVE I:

*A sustainable research university,
a leading research centre
recognised in Europe and the world*

1. Academic excellence: conducting top quality research, including interdisciplinary and cross-field research

Actions:

1. define an appropriate form of research activity within a field of science, taking into account the specificity of individual disciplines,
2. provide a support programme for publishing activity in renowned journals and publishing houses, especially international ones, and promote outstanding publication achievements,
3. improve support for fund raising for theoretical and applied research, especially for research financed from foreign sources,
4. implement a support programme for winners of the European Research Council (ERC) competitions and international projects leaders,
5. develop and implement the principles for creating centres of excellence at the Jagiellonian University on the basis of ensuring finance from outside of the subvention given or on the basis of the academic potential expressed through the outstanding scientific results of a research team,
6. search for and employ accomplished researchers from abroad, experienced leaders of research teams and distinguished professors, and engage them in the development of the University's academic activities,
7. create conditions for research visits of outstanding academics and experts from abroad, especially young researchers for post-doc visits,
8. support various forms of research mobility and establish international research teams that involve the University employees and those scientific institutions recognized as strategic partners,
9. develop an incentive scheme for staff that conduct research projects of particular importance, such as bonuses to remuneration, the possibility of reduced teaching load and temporary job transfer to a research category,
10. administer an academic career development programme for young academics covering the promotion of scientific mobility, creating one's own research teams and developing competences that help achieve good research outcomes,

11. develop and implement a programme for the most talented students who plan to engage in an academic career; the programme includes, among others, a scholarship system, individual educational and research paths and a tutoring system,
12. provide conditions to conduct research by persons with disabilities and specific needs.

2. Doctoral schools of the Jagiellonian University as an environment for the development of outstanding young researchers: high quality education to enhance research and teaching activities of the most talented PhD students from Poland and abroad

Actions:

1. strengthen organizational and financial facilities of doctoral schools and ensure high-quality content and organizational conditions for the academic development of PhD students as young researchers,
2. strengthen and diversify the sources of financing doctoral scholarships; support the research activity and mobility of PhD students,
3. intensify teamwork and research activities based on the cooperation of PhD students with their supervisors and supervisors' research teams,
4. develop interdisciplinary and cross-field doctoral programmes in collaboration with the University faculties and discipline councils,
5. develop education programmes in collaboration with foreign entities, including those within the Una Europa network,
6. consolidate internal cooperation between the Jagiellonian University doctoral schools,
7. strengthen and promote programmes and methods of PhD students education aimed at developing research and teaching competences, methodology, research teamwork skills, international collaboration and integration with the socio-economic environment,
8. monitor continuously PhD students' progress to improve the quality of the University doctoral schools, which function as an environment for the enhancement of PhD student development,
9. provide conditions for studying and the development of persons with disabilities and specific needs.

3. Organization of the research process, based on modern infrastructure, digital solutions, efficient organisation and a scientist-friendly research system

Actions:

1. identify the existing infrastructure of the Jagiellonian University and activate mechanisms for sharing the research infrastructure within the University and with external partners,
2. establish a long-term investment programme for research infrastructure, including a plan for external fund raising in order to implement the priorities of academic excellence effectively,
3. develop and implement a database and software license purchase policy, including the coordinated purchase of key tools and digital resources,
4. modify, simplify, adapt and continue digitalising administrative procedures related to research management and continuously develop the competences of administrative,

- engineering and technical staff,
5. update scientific policy, taking into account the research activity of the University and research and innovation strategy within Una Europa and other university networks,
 6. support the Jagiellonian Library in managing the information generated and used in academic processes and teaching activities at the Jagiellonian University.

4. Socio-economic impact: strengthening links between research and other aspects of the University Mission and the University as a centre of innovation, culture, awareness and social activity

Actions:

1. establish an academic entrepreneurship support programme covering business education, promote the development of spin-off / out companies and offer practical support for new companies launched on the basis of research results conducted at the Jagiellonian University,
2. intensify activities aimed at the transfer of knowledge to business and commercialise academic research results on a national and international scale,
3. activate a programme of collaboration with partners from external environments to implement joint projects, develop expert support and maintain liaisons with partners from the socio-economic environment, including foreign partners,
4. collaborate with the local-authorities of Kraków and the Małopolska region in the development of the city and region, provide research and expert support to contribute in solving local problems,
5. implement and promote a programme to protect and manage the University's material and spiritual heritage, including the commemoration and popularisation of knowledge of the University's contribution to the development of medicine, on the basis of the objects in the district of Wesoła,
6. develop an Open Science programme, which introduces various practices of disseminating research results, strengthening scientific cooperation, exchanging information for the benefit of science and society, and initiating the process of generating and communicating knowledge,
7. participate in national and international bodies responsible for creating science, innovation and the protection of human health care policy,
8. design a popularization strategy for science.

OBJECTIVE II:

Excellent education integrated with science and environment

1. The University as a talents incubator: acquiring the most talented candidates for studies and facilitating their development by offering modern educational programmes, well-prepared teaching staff, efficient administrative infrastructure and an environment fostering student activity

Actions:

1. develop a recruitment scheme intended for the most talented students from Poland and abroad,
2. improve graduate admission procedures,
3. make admission procedures available to persons with disabilities and specific needs,
4. offer on-line Polish language courses for foreign students interested in studying at the Jagiellonian University,
5. deepen cooperation with secondary schools through University patronage classes and the reorganization of the Jagiellonian University Ambassadors' activity to promote their work not only abroad, but also within Poland,
6. introduce instruction in a second foreign language into the curriculum for undergraduate and postgraduate students,
7. establish and creatively manage scholarship programmes (e.g. fundraising, modern promotion, tutoring),
8. develop individual learning pathways for the most talented students (university development tutoring),
9. enhance the development of student activity by cooperating with student and PhD student self-governing bodies and facilitate the functioning of student research groups and student societies, in particular by creating research, cultural and sports infrastructure for students, and promoting student social activities,
10. offer courses and training sessions to develop the teaching competences of academic teachers and PhD students in doctoral schools,
11. widen the range of courses and training options recommended for the development of the competences of employees who support education at the University within the Education Support Centre.

2. Innovative programmes and new models of education: creating education programmes and new teaching models promoting interdisciplinarity and integration with research, with the use of best practices, didactic innovations and research results

Actions:

1. change the profile of undergraduate studies to a more general character; reduce the number of undergraduate study programmes,
2. increase the number of interdisciplinary courses as part of university-wide courses and study programmes, including discipline-related sustainable development courses,
3. broaden the offer of faculty courses intended for the academic community, in particular academic teachers and administrative staff,
4. support the introduction of innovative forms of education into already existing education programmes taking into account the principles of universal planning,
5. upgrade teaching within medical professions, with a focus on practical skills, including options arising from master-student interaction,
6. establish paid forms of education including new postgraduate courses with innovative teaching methods; design open online courses (MOOCs), e-textbooks, courses and workshops for graduates,
7. create a teaching offer taking into account the results of research and analyses,
8. monitor internal competitiveness within the University to prevent the establishment of new study programmes that are thematically similar to existing ones,

9. improve teaching quality by constantly monitoring education processes, i.e. by collecting opinions from all parties involved,
10. intensify cooperation on joint education programmes, such as studies within the Una Europa network, joint degree and multiple degree programmes or agreements on the joint supervising, and awarding of academic degrees,
11. develop the University technical and technological infrastructure to support the teaching process.

3. Training-oriented collaboration with the socio-economic environment: increasing the competitiveness of University graduates on the labour market through cooperation with Jagiellonian University employers and graduates in developing study programmes, upgrading professional skills and building a positive image of Jagiellonian University graduates

Actions:

1. expand the offer of internships and apprenticeships in cooperation with employers,
2. develop mentoring scheme with the participation of University graduates,
3. conduct surveys on employers, students, PhD students and graduates including tracking career paths; analyse the database of internships and job offers to use the data in developing the education offer,
4. create a domestic and foreign graduate network,
5. organise regular meetings with Jagiellonian University graduates as representatives of the socio-economic environment,
6. hold job fairs,
7. continue meetings with employers in order to improve education programmes and develop new study programmes,
8. strengthen collaboration between the faculties of Collegium Medicum with hospitals in the region with regard to teaching including postgraduate studies, and research, in particular within the framework of the Association of Clinical Hospital Directors and the Training Hospital Network.

OBJECTIVE III:

*An open, modern university,
attractive to students,
PhD students, teachers
and researchers from Europe
and the world*

1. Educating the citizens of the world: developing modern and innovative learning models based on rational debate and the analysis of arguments, and which use and promote openness to cultural diversity

Actions:

1. extend the educational offer and introduce strong support mechanisms for education programmes conducted in English and other foreign languages,

2. design joint education programmes with prestigious foreign centres for undergraduate and graduate study programmes,
3. manage scholarship schemes for outstanding students from partner institutions and from countries defined as strategic didactic collaboration target partners,
4. intensify various forms of international mobility fostering the largest possible participation of students, PhD students and employees of the Jagiellonian University in international exchange programmes, including the Erasmus + programme,
5. support obtaining international accreditation for study programmes,
6. collaborate with various institutions and business in developing modern study programmes and student internships, increasing the employability of Jagiellonian University graduates on the international labour market.

2. Una Europa–European University: creating an integrated European university campus within the Una Europa network with innovative forms of cross-border cooperation, which cover and integrate all the aspects of the University Mission

Actions:

1. manage innovative forms of education, including joint undergraduate and graduate studies,
2. develop joint, prestigious, interdisciplinary doctoral programmes,
3. define an integrated research and innovation strategy,
4. design a research infrastructure cooperation system with Una Europa partners,
5. formulate joint policies for the dissemination of teaching and research models and establish mechanisms to implement them on the international forum,
6. outline a common framework for the HR management strategies of Una Europa universities,
7. support mechanisms that enhance creating collaborative research groups within Una Europa universities,
8. initiate and develop joint Una Europa projects within the socio-economic environment.

3. Support for internationalization processes: fostering efficient functioning of the University as an international institution ready to face challenges

Actions:

1. participate in international cooperation networks and develop mutual cooperation with important academic centres,
2. ensure a high-quality information flow for the purpose of international academic rankings; strive for a higher position in such rankings,
3. increase international recognition of the University through the high quality of foreign language versions of the Jagiellonian University website and communication media,
4. implement as a standard a bilingual administrative service for all University procedures, taking into account the elements of multilingualism,
5. create a comprehensive programme to promote the achievements of the Jagiellonian University and to increase the recognition of the Jagiellonian University in the interna-

- tional arena; develop University social media and websites, as well as collaboration with Jagiellonian University graduates,
6. explore the opportunity for Jagiellonian University participation in international university cooperation networks to impact the policies of the European Higher Education Area (EHEA) and the European Research Area (ERA), and to support international cooperation,
 7. modernise and digitalise the Jagiellonian University administration units responsible for international cooperation,
 8. offer training and development programmes for staff to upgrade those competences vital for the development of international cooperation
 9. develop administration units to offer comprehensive support for foreign students, PhD students, scientists and visitors staying at the Jagiellonian University
 10. establish collaboration with foreign hospitals to support the exchange of staff and students, with a particular focus on English-speaking students from the Faculty of Medicine.

OBJECTIVE IV:

High quality work environment and human resource management that follow the principle of accessibility for all

1. Recruitment and induction of employees: a modern, transparent and flexible system of recruitment and induction of employees that encourages the best candidates to work at the Jagiellonian University

Actions:

1. develop a long-term recruitment and employee evaluation plan as guidelines for the HR strategy for each University faculty and University unit,
2. improve the recruitment and employee evaluation policy with respect to European standards, including equality policies,
3. launch an induction programme for new employees, including establishing an adaptation fund and a support programme for foreigners,
4. provide mechanisms for the communicating of new job openings in target groups and regions of the world,
5. create an automated platform for communicating internationally new job openings at the Jagiellonian University,
6. employ a long-term strategy and implement an information campaign that creates an image of the Jagiellonian University as a modern and attractive employer.

2. Employee professional development and career paths: ecosystem supporting professional development of employees based on objective appraisal criteria, an individualized approach and the diversification of career paths

Actions:

1. devise a model of diversified career paths for academic teachers: teaching path, research path, and research and teaching path, respectively; provide a model of employee development, including employees who are not academic teachers,
2. implement a model of flexible teaching load and the principles of changing a given career path,
3. streamline the appraisal system for academic teachers and introduce an appraisal system for employees who are not academic teachers,
4. develop an integrated system of competence development at all professional career stages, including individualised continuous professional development,
5. design comprehensive programmes that support acquiring transversal competences,
6. formulate a remuneration policy related to the results of the employee appraisal system aimed at motivating employees,
7. establish principles and implement motivating mechanisms for outstanding achievements in research, education, collaboration with the environment, and activities benefiting the University,
8. develop and implement an activation programme for retired University employees.

3. Professional satisfaction and work-life balance: stable and friendly work environment fostering sustainable professional and personal development

Actions:

1. design an offer of employee benefits as part of the integrated social policy,
2. introduce a health care programme and psychological support programme,
3. create modern work models,
4. implement anti-discrimination procedures on premises included in the Polish Labour Code to prevent inappropriate relations in the workplace and studying, such as mobbing, harassment or abuse of professional dependence,
5. create the University Dialogue Zone for employees and students, which aims at solving conflicts in an amicable manner, in particular with the use of professional mediators,
6. provide mechanisms favouring integration of the academic community,
7. ensure a better work-life balance, support family free time activities, offer support for partners of the employees participating in academic mobility,
8. run social campaigns and educational programmes on health, safety, work-life balance; promote sport and tourism activity and pro-ecological attitude
9. develop an employee volunteering programme and support social leaders,
10. introduce employee satisfaction survey,
11. improve cooperation with trade unions and employee organisations.

4. Improving operational efficiency of HR processes: modern processes based on best practices, digital tools and strategic planning

Actions:

1. improve HR management processes through optimisation and digitalisation,
2. standardise the documentation of HR processes,

3. introduce the principle of bilingual HR procedures,
4. upgrade the website of the HR unit as the first source of information for job applicants and University employees,
5. ensure the coherence of recruitment, induction, evaluation and professional development processes with the regulations and standards of the European Union, including the European Charter for Researchers,
6. develop a system to monitor the implementation of equality policies,
7. introduce an effective internal and external communication system on HR issues along with its efficient servicing,
8. improve analyses of the HR processes to support decision-making.

OBJECTIVE V:

*Efficient management
of organizational, financial
and investment processes*

1. Improving the quality of University management: modern University management based on professional patterns and standards, adjusted to the specificity of higher education and the organization culture of the University

Actions:

1. analyse the adjustment of the organizational structure of the University to the Strategy recommendations for action; implement structural changes that improve operational efficiency and simplify management processes,
2. conduct a feasibility study of University organization based on discipline colleges to decide on the implementation or abandonment of this concept,
3. identify and analyse organizational processes performed at the University; implement a process approach into University management to facilitate cooperation and reduce bureaucracy,
4. complete the implementing of electronic document flow; continuously improve and simplify document circulation procedures and upgrade the websites of University units informing of procedures in force,
5. introduce modern and verified concepts, models and management methods applicable at the University; create good management practices that relate to all the activities, including research, teaching and cooperation with one's environment,
6. develop and implement a fully operational management control system with risk analysis; integrate this into the planning and decision-making process,
7. apply a participatory style of University management based on dialogue and the consultation of strategic decisions within the academic community and its representatives, including trade unions; collect feedback on the results of applied management solutions and analyse suggestions as to their application and improvement,
8. continue improving management support processes in decision-making at the University by defining managers' information needs, the developing and maintaining of

IT systems supporting University management, and the professionalisation in achievement reporting, especially regarding the key factors of success,

9. implement a promotion policy and develop the University's image along with internal and external social relations.

2. Rational financial policy: financial management enhancing the University's sustainable development

Actions:

1. conduct a balanced budget policy at the level of the University in general and in its particular units,
2. increase the share of external sources of financing (other than through subvention) in the revenue structure,
3. optimise University costs and maintain liquidity at a level that guarantees financial security; optimise the use of assets and investment of unallocated funds,
4. develop a financial capacity that generates a flexible response to a changing financial environment,
5. develop financial management competences among University employees.

3. Development-oriented policy of investment and infrastructure management: development of the University infrastructure and assets management to increase the potential of research, education and collaboration with the socio-economic environment and administrative services, taking into account accessibility and social needs of a cultural, sports and integrational nature

Actions:

1. modernise the development and maintenance management of the University infrastructure,
2. encourage investment and refurbishment to improve the condition for teaching and conducting research; provide modern space for University units located in obsolete buildings, inappropriate for the purpose,
3. continue the expansion and modernisation of the Jagiellonian University Medical College Campus: construct a building complex with research and teaching facilities, including the Centre for Therapy Development of Civilization and Age-related Diseases,
4. support the activities of the University hospitals located on the University Campus (University Hospital and the University Children's Hospital) in their efforts to meet the standards of academic medicine in the 21st century,
5. combine the library resources and increase the space suitable for compact storage,
6. encourage investment to preserve the material and non-material heritage with the University as its depository; develop an IT infrastructure to archive, disseminate, secure the heritage and facilitate its use in research,
7. develop a digital infrastructure that meets the accessibility standards to all interested parties,
8. create a new, and modernise the existing infrastructure base intended for cultural, sports and integration activities,

9. increase the accessibility of the University's infrastructure for persons with specific needs,
10. create a friendly social space, such as cooperation zones or meeting space,
11. continue modernising student dormitories and PhD student residence halls to improve housing conditions and raise their standard.

4. Climate change mitigation and environment conservation in the activities and investment policy of the University: the University contributes to facing the global challenge of climate change mitigation and natural environment conservation

Actions:

1. establish the University Climate Council and develop the University Climate Strategy,
2. undertake research and expert work related to climate and environment conservation,
3. support education activity about the climate and environment conservation for audiences inside and outside the University,
4. conduct a purchase policy and resource management in an environment- and climate-friendly manner,
5. implement investment activities while maintaining biological diversity, limiting tree felling in the areas belonging to the University and ensuring the highest possible energy efficiency of University buildings,
6. reduce the University infrastructure emissions through building systems supporting the alternative energy source supplies (photovoltaics), modernising building management systems (BMS), and increasing the power supply from the so-called municipal energy; analyse the possibility of achieving zero emissions for the University building stock,
7. landscape pocket parks within the University area,
8. create solutions promoting sustainable transport on University premises: design bicycle paths, bicycle service stations, bicycle shelters, electric car chargers; manage car parks, including car park entrances to optimise space occupied.