
STRATEGY
OF ADAM MICKIEWICZ UNIVERSITY, POZNAŃ,
POLAND
2020-2030



Poznań, 7 May 2021

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INTRODUCTION

In 2019, Adam Mickiewicz University, Poznań celebrated its centennial and entered a new century. The history of our University grows out of the tradition of Wielkopolska Region, one of consistency, persistence and perseverance. In 1919, the dream of the people of Wielkopolska of establishing the University of Poznań came true. However, this did not happen by itself or by accident. The creation of an academy in Poznań was a goal facilitated by concrete plans and actions of social activists and scholars from Wielkopolska, members of the Poznań Society of Friends of Sciences. Our ancestors acted in unison, had a common goal and a plan how to achieve this goal; they adopted a strategy.

This is an important lesson for us, too. As we enter the second century of operation of Adam Mickiewicz University, we should share a plan. Such a document, a legal requirement, is above all a signpost reflecting our dreams of the future and a viable plan for successful results, a map of our journey towards perfection for the next decade. We will walk this path as an academic community united by common goals. That is why we drew this map together.

Today, AMU is the third university in Poland, clearly recognized in Europe and worldwide. We want to strengthen this position by building an ever-stronger university resting on the foundations of cutting-edge research and quality teaching. We want to make this Wielkopolska-based University an internationally recognized brand of increasingly higher ranking. We wish to create more conducive conditions for the development of research and for the individual growth of all employees. We want to attract young, passionate and energetic people from Poland and abroad who will study, write their doctoral dissertations and start their scholarly careers here. We want a well-managed University to be a model of a friendly environment, an inspiration for the growth of the outside community and an increasingly influential organization. We wish to pride ourselves both on our past and on our present accomplishments. We know how to achieve it and this knowledge has been translated into the Strategy of Adam Mickiewicz University for 2020-2030.

While working on the Strategy, we devoted a lot of attention to the objectives that inform social sensitivity, trying to follow the rules of an inclusive language, in line with the provisions of the AMU Statute (§ 5, para. 3). The requirements of condensing legal documents, the need to observe the rules of linguistic correctness as well as consideration for the linguistic habits of our entire community taught us that this was not always possible. When writing collectively about AMU employees, we mean all female and male academics and staff, the entire academic community of our University. Similarly, when we speak of students and doctoral candidates, we include both male and female students, treating the whole university community equally.

We have set goals that are as ambitious as they are realistic. Their implementation requires the commitment of the entire academic community, joint work, consistency and, above all, awareness. As emphasized in our Mission Statement, we wish, by "changing the present to make a difference in the future". This is a benevolent, bright and smart future, subordinated to the noble thought of Immanuel Kant: "You are always to regard humans as an end in themselves, not merely as a means to an end".



Professor Bogumiła Kaniewska

Rector

RESOLUTION OF AMU SENATE

WORK METHODOLOGY AND TIMELINE

In the Polish legal system, both under the 2005 Act and the 2018 Act 2.0, the right and privilege to draft and implement a university development strategy is vested in the Rector. Not surprisingly, therefore, debates on the directions of development of the Adam Mickiewicz University, Poznań, and on the necessity to adopt a new strategy gained particular momentum during the 2020 election campaign.

Work on a new strategy for the University began at the onset of the term of office of the new authorities. Underpinning this work was the conviction that strategic documents are indispensable for the successful operation of the University, an organization with structural and institutional memory, firmly rooted in the past and vigorously laying the foundations for future development in the present. All this was accompanied by the idea that no strategic document could be drawn up in isolation from the documents which in the past had outlined the strategic vision of the University's operation. The documents were the *Adam Mickiewicz University Development Strategy for 2009-2019* along with its subsequent update and the *Adam Mickiewicz University Development Strategy for 2020-2030*, adopted by the UAM Senate on 28 September 2020. The latter document, however, merely outlined the general strategic directions of the University's development. Its supplementary contents were developed and prepared in accordance with the commonly used methodologies of operation, taking into account the assumptions of the Rector's election program.

When embarking on the work, we were convinced that a document of such importance for the life of the AMU community had to be prepared in accordance with a participatory model, taking on board representatives of all groups of employees and students. The key element was the preparation of a concept, according to which an almost 60-strong Team for the AMU Development Strategy was appointed by the Rector. The Team was composed of the entire Rectors' team, deans representing individual schools of study, academics representing the faculties and branches of the University, and representatives of the administration, non-academic staff, as well as representatives of undergraduate, graduate and postgraduate students delegated by the respective self-governments. The Team was further composed of eminent specialists with expertise in strategic areas. In addition, an AMU Strategy Editorial Team of 9 members was appointed.

The AMU Strategy was based on a SWOT analysis conducted by the committees of the Team for the AMU Development Strategy for the areas defined by the strategic goals outlined in the framework *Adam Mickiewicz University Development Strategy* of 28 September 2020. The Team did not operate in a vacuum as it could draw on two detailed SWOT analyses prepared in 2019 for the application submitted by AMU in the competition "Initiative of Excellence - Research University" and in connection with AMU's accreditation conducted within the Institutional Evaluation Program by the European University Association. Upon the above analysis, the strategic goals of the University were broken down into operational objectives, interim aims and corresponding indispensable actions.

The Strategy Editorial Team then faced a huge challenge. The main objective was to unify and harmonize the entire strategy document, decide on the location of specific interim aims in individual areas of strategic activities, define a hierarchy of objectives at individual levels, and adapt the language of the document to the language standards of law-making. This became the basis for proposing the final structure of the document, which, after being accepted by the AMU Development Strategy Team, was presented to the academic community for a university-wide consultation.

TIMELINE

- 4-30.09.2020 – supplementing the composition of the Team for the AMU Development Strategy;
- 9.10.2020 – appointment of the complete Team for the AMU Development Strategy and of the AMU Strategy Editorial Team by the AMU Rector;
- 13.10.2020 – 1st plenary meeting of the Team for the AMU Development Strategy (introduction of the concept, division of the Team into thematic commissions);
- 29.10.2020 – training for the members of the Team for the AMU Development Strategy: Strategic Management – creating a development strategy;
- work in thematic committees (SWOT analysis, definition of operational objectives, interim aims and actions, definition of feasibility indicators);
- 14.02.2021 – 2nd plenary meeting of the Team for the AMU Development Strategy;
- work of the AMU Strategy Editorial Team (consolidation of material, harmonization, prioritization of objectives at different levels, proposal of the document's final structure);
- 29.03.2021 – 3rd plenary meeting of the Team for the AMU Development Strategy attended by members of the University Council, deans and directors of University branches and university divisions – presentation of outcomes of work of the AMU Strategy Editorial Team;
- 9-23.04.2021 – intra-university consultations of the *AMU Strategy*;
- work of the Rectors' team (drafting the Mission, Vision and Values, description of the methodology, identification of source materials and the concept of monitoring and evaluation of strategy implementation);
- 16.04.2021 – working meeting of the Team for the AMU Development Strategy with the University Council – discussion of detailed assumptions and solutions adopted in the *AMU Strategy*;
- 23.04.2021 – a meeting of the Team for the AMU Development Strategy with the AMU Strategy Editorial Team – consideration of proposals made during the university-wide consultation, adoption of the final wording of the document;
- 26.04.2021 – submitting a draft *AMU Strategy* for review by the University Council.

PRIMARY DOCUMENTS AND SOURCES

When working on the *AMU Strategy*, members of the Team for the AMU Development Strategy and of the AMU Strategy Editorial Team made use of the following documents and primary sources:

- Law of 20 July 2018. Law on higher education and science (Journal of Laws of 2021, item 478, cons. text);
- Law of 3 July 2018. Bylaws for the Law on higher education (Journal of Laws of 2018, item 1669 as amended);
- Law of 30 April 2010 on the National Science Center;
- Law of 30 April 2010 on the National Center for Research and Development;
- Law of 4 April 2019 on supporting research from the Polish Science Fund (Journal of Laws of 2019, item 823);
- Law of 21 February 2019 on the Łukasiewicz Research Network (Journal of Laws of 2019, item 534);
- Program for the Development of Higher Education and Science for 2015-2030 (September 2015);
- Relevant regulations of the Minister of Science and Higher Education on research, education and organization;
- Polish Map of Research Infrastructure – List of strategic research infrastructures (24 January 2020);
- Agreement no. 05/IDUB/2019/94 of 16 December 2019 by and between Treasury represented by the Minister of Science and Higher Education and Adam Mickiewicz University, Poznań, specifying the criteria for funding and delivering a plan with objectives for raising the quality of research and teaching;
- Partnership agreement on accession to the EPICUR consortium (10 January 2020, Strasbourg);
- Annual Report of AMU Rector on the operation of AMU Poznań for 2016-2020;
- Development Strategy of Wielkopolska Region by 2030 of 27 January 2020;
- Development Strategy of Poznań 2020+, adopted under Resolution XLI/708/VII/2017 of Poznań City Council of 24 January 2017;
- Adam Mickiewicz University, Poznań. Evaluation Report, February 2021. Report on an institutional evaluation carried out within the framework of the Institutional Evaluation Program, European University Association;
- Report summing up a University Ranking Audit within the framework of the International Visibility Project, carried out by the *Perspektywy* Educational Foundation as part of the DIALOG program of the Minister of Science and Higher Education – January 2021;
- Code of Ethics of a Researcher – 3rd ed., Polish Academy of Sciences, 2020;
- Ethical aspects of disseminating non-scientific opinions - Committee on Ethics in Science, Polish Academy of Sciences, position 1/2020 of 24 February 2020;
- European Charter for Researchers and Code of Conduct for the Recruitment of Researchers (Recommendation of the Commission of the European Communities of 11 March 2005 on the European Charter for Researchers and on a Code of Conduct for the Recruitment of Researchers);

- European Research Area program (ERA Roadmap 2015-2020);
- Standards and guidelines of the Accreditation Council for Entrepreneurial and Engaged Universities 2020 (Standards and Guidelines. Engaged University Accreditation);
- Horizon Europe – The EU Research and Innovation Program (2021-2027);
- The San Francisco Declaration on Research Assessment (DORA).

AMU STRATEGY IMPLEMENTATION MONITORING, EVALUATION AND UPDATE

The adoption of a strategic document marks the onset of implementing the tasks presented in it. In order to adequately assess the progress of work, mechanisms should be put in place to monitor the activities carried out and then to evaluate their outcomes. It is also useful to introduce solutions enabling effective updating of strategic documents, in line with Confucius' thought: "When it becomes obvious that the goals cannot be achieved, do not adjust the goals; adjust the actions".

Under the currently binding law, the Rector is mandated with reporting on the implementation of the university's strategy. According to the accepted interpretation, the report should be submitted at least once per term of office. The *AMU Strategy* has therefore been constructed to meet these legal requirements. The deadlines for the implementation of actions falling within the 2020-2024 term have been identified and described accordingly. The full implementation of these activities will become the basis for the Rector's report at the end of the term, and at the same time will open the way for the new University authorities of the 2024-2028 term to begin work on updating the *AMU Strategy*. The adopted model for the Strategy's realization will thus make it possible to respond flexibly to changes occurring at the University and in its environment, especially the formal and legal environment. Furthermore, it will allow the newly elected Rectors to incorporate the principal assumptions of their electoral agendas into the *AMU Strategy*.

In the 2020-2024 term, supervision over the implementation of the *AMU Strategy* will be held by the AMU Strategy Implementation Monitoring Team. Appointed by the AMU Rector, it began its work as of 1 January 2020. The Team is composed by:

Małgorzata Dąbrowicz, PhD, University Library

AMU Associate Professor Aldona Dutkiewicz, Faculty of Mathematics and Computer Science

Professor Jerzy Fiećko, Faculty of Polish and Classical Philology

AMU Associate Professor Agnieszka Jelewska, Faculty of Anthropology and Cultural Studies

Professor Izabela Makałowska, Faculty of Biology

Professor Bogusław Mróz, Faculty of Physics – Team Chairperson

AMU Associate Professor Andrzej Pukacz, Collegium Polonicum, Ślubice

Artur Ratajszczak, M.A., Administrative and Economic Section

AMU Associate Professor Jędrzej Antoni Skrzypczak, Faculty of Political Sciences and Journalism

Marcin Szaliński, M.A., Legal Advice Office

MISSION OF ADAM MICKIEWICZ UNIVERSITY, POZNAŃ

Changing the present to make a difference in the future

Adam Mickiewicz University, Poznań is a modern, agile and autonomous university rooted in the tradition of organic work in Wielkopolska Region. Respecting the noblest academic values, we pursue truth, goodness and beauty, conduct research and educate generations in the spirit of freedom and respect for diversity in order to meet the challenges of our time, to serve people and to make a difference in the future of our region, country, Europe, and the world.

Vision of Adam Mickiewicz University, Poznań

Aware of the great challenges, expectations and hopes placed in science and its achievements, we wish to develop Adam Mickiewicz University, Poznań as:

- a **community** of researchers, teachers and other employees as well as students and doctoral candidates, operating in the space of **academic freedom**. This community is created by people seeking the path to truth, goodness and wisdom, willing to share their knowledge and discoveries in order to serve mankind by making the world a better and more beautiful place;
- a **European research university** conducting **research at the highest level**; recognized in the world, strengthening its position through intensive cooperation as part of international research consortia and within networks of higher education institutions;
- an institution of higher education and **modern teaching** which strives for excellence in teaching/learning and creates conditions for innovative integration of research and the didactic process;
- an institution constituting an integral part of the surrounding reality, **impacting the social, cultural and economic environment** for the benefit of the city, region, country, Europe, and the world, cooperating with other higher education institutions in Poznań, boldly propagating academic values, and committed to the implementation of the principles of social responsibility of science;
- a community aware of the risk of irreversible degradation of the natural environment, **working towards the goals of sustainable development**, shaping respect for the earth, all life and the human being, based on scientific knowledge;
- a university whose identity is largely shaped by students and doctoral candidates and which creates conditions for the development of **self-governance** as well as inspires enthusiasm and ideas among young academics, thus laying the foundations of an **ever-young university**;
- an institution which caters for the **professional and social needs** of all groups of employees in the spirit of friendliness, loyalty, sense of stability and identification, and promotes activities conducive to equal treatment and combating discrimination;
- a university professionally managed, ensuring the development of all areas of activities: scientific, teaching and organizational.

Values of Adam Mickiewicz University in Poznań

- **Community** - academic community of female and male employees, students and doctoral candidates united by a common vision of the University development, drawing on the historical achievements of organic work in Wielkopolska Region.
- **Freedom** - autonomy of the University in all its aspects, including research and artistic activity, education and shaping the attitudes of academic youth, as well as responsible expression of views and beliefs.
- **Authority of science** - a clear declaration and commitment to adopt and foster a rational attitude, arising from the scientific method and the practice of science based on facts, experience and verifiable reasoning, seeking to explain phenomena and understanding of man and his creations.
- **Ethics** - taking care to maintain the highest ethical and academic standards in science and teaching, as well as general social standards in activities and relationships both within the University's community and outside.
- **Responsibility** - a commitment to consistent, optimal and ethical implementation of the adopted tasks; awareness of the consequences of actions taken.
- **Professionalism** - maintaining standards of rationality, objectivity and transparency in relations inside and outside the University.
- **Trust** - building interpersonal relations on honesty, kindness and commitment.
- **Passion** - providing opportunities to undertake activities conducive to achieving satisfaction and self-fulfillment, guided by intrinsic motivation.
- **Balance** - understanding the complementarity and equality of fields and disciplines, as well as the relationship between individualism and community, the will of the individual and the collective.
- **Diversity** – accepting pluralism of research approaches and theories, lifestyles and ways of thinking, as well as respect for difference and territorial and cultural diversity of members of the academic community.

STRATEGIC GOAL 1
RESEARCH EXCELLENCE

Research is the foundation stone of any university. We are committed to ensuring that Adam Mickiewicz University, Poznań, is recognized globally thanks to the quality of its research. Strategically, this translates into operational objectives such as openness to international cooperation, improvement of research within and across disciplines, definition of priority research directions in line with research subjects of the highest importance to humanity, and promotion of the development of young scientists. Other operational objectives that contribute to the aforementioned ones include the construction of an efficient science management system and the provision of research funding both by achieving the highest academic categories and by acquiring external funds. The implementation of this strategy will also be measured by striving for ever higher positions in prestigious academic rankings. The globally-recognized research brand of Adam Mickiewicz University, Poznań entails associating our University both with top-notch researchers and results in selected disciplines and with a wide spectrum of research themes that run across disciplines, as diversity is power. Research excellence furthermore involves adherence to the top standards of academic ethics and compliance with the principles of the European Charter for Researchers.

OPERATIONAL OBJECTIVE 1.1. AMU as a globally recognized European research university

- 1.1.1. Enhancing operations within the European Research Area
- 1.1.2. Identifying key directions for international collaboration of researchers
- 1.1.3. Increasing the internationalization of research
- 1.1.4. Increasing the number of international research and teaching staff

OPERATIONAL OBJECTIVE 1.2. AMU as a university conducting research addressing the biggest challenges of today

- 1.2.1. Identification, support for and promotion of priority research
- 1.2.2. Development of interdisciplinary teams and research

OPERATIONAL OBJECTIVE 1.3. Creation of a strategic system of research management

- 1.3.1. Ongoing monitoring of accomplishments in AMU-run disciplines
- 1.3.2. Modernizing the organization system of research and development
- 1.3.3. Establishing the AMU Research Council and defining its prerogatives
- 1.3.4. Establishing the AMU Scientific Advisory Board

OPERATIONAL OBJECTIVE 1.4. AMU as a university dynamically developing its disciplines

- 1.4.1. Commitment to modernize, improve and harmonize the research skills and competences of staff and doctoral students
- 1.4.2. Systematic increase in the number of publications in prestigious journals and publishing houses
- 1.4.3. Rising the prestige of AMU-published journals

OPERATIONAL OBJECTIVE 1.5. AMU as a university with the highest academic categories

- 1.5.1. AMU as a university whose facilities and organizational capacities foster successful scientific competition and effective collaboration with the highest-ranking universities in Poland, Europe and worldwide
- 1.5.2. Streamlining the library and information system

OPERATIONAL OBJECTIVE 1.6. AMU as a university increasing its scientific potential by attracting external funding for research

- 1.6.1. Enhancing the scholarly potential through supporting research
- 1.6.2. Ongoing and comprehensive support of top leaders and grant recipients
- 1.6.3. Increasing successful applications for research funds
- 1.6.4. Developing a system of application, implementation and settlement of research projects

OPERATIONAL OBJECTIVE 1.7. Ensuring that doctoral students have the conditions for comprehensive scientific development and career advancement

- 1.7.1. Increasing the number of doctoral students in research teams
- 1.7.2. Developing space for doctoral students' research
- 1.7.3. Developing doctoral schools which care for the internationalization and quality of teaching

OPERATIONAL OBJECTIVE 1.8. AMU as a university supporting research with high application potential, carried out for or in cooperation with non-academic communities

- 1.8.1. Implementing a support system for projects addressing the needs of the socio-economic environment
- 1.8.2. Building sustainable research cooperation between AMU, local authorities, economy, and society
- 1.8.3. Ongoing support for the intellectual property protection of research
- 1.8.4. Raising employees' awareness of the market value and potential commercial application of their research outcomes

STRATEGIC GOAL 2
TEACHING EXCELLENCE

One of the priority tasks of the University is to ensure premium quality at all levels and in all forms of education - bachelor's and master's degrees, doctoral schools, postgraduate studies, as well as courses and training modalities offered to urban and regional communities as part of a consistently developed and disseminated system of lifelong learning. This implies adherence to the fundamental principle of unity of scientific research and education, which translates into the creation of an innovative, diverse and attractive educational offer delivered by eminent specialists in their disciplines and into cooperation with the non-academic sector. All of this occurs in accordance with the latest directions of development of global science and in response to the challenges of contemporary society and economy. Further continuous internationalization of the education process through increasing cooperation with international universities in terms of research and education, as well as through expanding the teaching offer in foreign languages and addressed to foreign students, is a further crucial aspect of this development.

Ensuring the highest quality of education should take place in a spirit of respect for universal values, human rights and civil liberties, guaranteeing our students of different levels autonomous and comprehensive development in a space of freedom and openness to differences, in a friendly atmosphere of understanding of individual differences and mutual respect for the rights of each person. It is equally important to equip graduates of our University with professional, social and cultural skills indispensable for a conscious, active and responsible life and for addressing contemporary issues. We understand academic education to be a commitment to the society, emphasizing the integrative role of science, which develops through the interaction of people of different beliefs, cultures and religions.

Particularly important in this perspective is our endeavor to enhance the empowerment of students in the process of studying. This can be done by providing them with optimal conditions for education and learning, by customizing study paths, and by supporting student research, student self-government and student culture as well as by building a university that is accessible and friendly to persons with disabilities. We are furthermore committed to a continuous improvement of teaching staff qualifications and skills as well as to ongoing modernization of the educational infrastructure and resources of our University, especially those used in the process of distance learning, taking into account the diverse needs of students and lecturers. We likewise attach considerable importance to continuous improvement of systemic measures ensuring teaching quality, which is only possible by involving in the process all members of the university community, i.e. students, academics and administrative staff, as well as representatives of the socio-economic environment who cooperate with us. It is only such a holistic view of the education process, involving and covering diverse perspectives of all its participants, that makes it possible to develop a flexible and constantly improving system of educational quality assurance.

OPERATIONAL OBJECTIVE 2.1. Education at AMU in line with the current state of knowledge, taking into account the directions of development of global science and the challenges of contemporary society and economy

2.1.1. More intensive research-based learning at AMU and other Polish and international research centers

2.1.2. Expanding the offer of studies realized in cooperation with the non-academic sector and increasing the participation of external specialists in the educational process

2.1.3. Developing innovative fields of study and curricula, taking into account challenges such as the development of artificial intelligence, the economic and technological revolution, climate change, and growing social inequalities

2.1.4. Improving the language skills of students and employees involved in education

OPERATIONAL OBJECTIVE 2.2. Internationalization of education

2.2.1. Strengthening AMU's activity within the European University initiative as part of the European Higher Education Area

2.2.2. Supporting the process of internationalization of education and cooperation with international universities

2.2.3. Supporting the development of education offered in multiple languages

OPERATIONAL OBJECTIVE 2.3. Linking education to universal values, human rights and the goals enshrined in the University's Mission and Vision

2.3.1. Disseminating knowledge and supporting activities promoting human and civil liberties and rights in a democratic society and sustainable development

2.3.2. Promoting good academic practices, including the pursuit of truth and objectivity, accountability, respect for diversity of views, and academic integrity

2.3.3. Developing professional competence as an individual and social value

OPERATIONAL OBJECTIVE 2.4. Providing students of all levels with the best possible conditions for learning and academic development

2.4.1. Improving tutoring and designing customized study paths

2.4.2. Expanding the range of interdisciplinary study programs

2.4.3. Supporting the development of students' academic pursuits, self-government and culture

2.4.4. Developing and coordinating a system of psychological support for students and doctoral candidates

OPERATIONAL OBJECTIVE 2.5. Ensuring the highest quality of education through the improvement of system activities and raising the teaching skills of AMU staff

2.5.1. Developing academics' teaching skills

2.5.2. Improving study programs, including teaching methods and ways of assessing the attainment of the assumed learning outcomes

2.5.3. Optimizing procedures related to the establishment/change of research-based fields of study

2.5.4. Optimizing the system of quality improvement in teaching

OPERATIONAL OBJECTIVE 2.6. Perfecting the lifelong learning system

2.6.1. Developing and disseminating LLL – Lifelong Learning

OPERATIONAL OBJECTIVE 2.7. Modernizing education infrastructure and resources used in distance learning and the integrated university information system

2.7.1. Improving the support system for distance learning

2.7.2. Building a coherent and friendly university information system, taking into account the needs of international students and doctoral candidates as well as persons with disabilities

2.7.3. Upgrading the teaching, research and social infrastructure, taking into account the needs of students and lecturers with disabilities

STRATEGIC GOAL 3

A PROFESSIONALLY MANAGED UNIVERSITY

The realization of the strategic development goals of Adam Mickiewicz University, Poznań in the current decade will depend on many factors. Some of them are of external nature, and the influence of the University on their formation is negligible. The most important goals are determined by the legislature and the amount of funding for research and higher education allocated by the state budget.

However, the relevance of the second group of factors, which determine the successful implementation of the strategy, depends to a large extent on the management system of the University and particular areas of its activity. In this situation, it is only natural that increasing the effectiveness of such a system becomes one of the most important objectives. Fulfilling them will enable personal growth of the employees, doctoral candidates and students, as well as the development of scientific disciplines and educational offer in compliance with the expectations of future graduates and University environment. This shall be done while respecting the academic values, facilitating rational expenditures and conflict-free process.

Increasing the efficiency of the management system will be possible, among others, through: 1) improving the recruitment procedures and mechanisms, the development and promotion of University staff, through full implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers; 2) adapting the organization and tasks of the administration to changing challenges; 3) optimizing the organizational structure and clarifying the tasks and competencies of its components; 4) systematic care for the infrastructure that will meet the increasing expectations of researchers and students; 5) rational management of finances and the University brand. Another important task will also involve developing effective mechanisms for motivating each member of the academic community to work towards employing the vision of the University 2030.

OPERATIONAL OBJECTIVE 3.1. Strategic university management ensuring the development of all areas of AMU activity

- 3.1.1. Monitoring the realization, evaluation and updating of the AMU Strategy
- 3.1.2. Ensuring consistency of the detailed strategies with the AMU Strategy
- 3.1.3. Increasing the effectiveness of organizational and management solutions with a view to implement the AMU Strategy
- 3.1.4. Monitoring the compliance of the realization of strategic programs with the AMU Strategy

OPERATIONAL OBJECTIVE 3.2. Further increase of staff professionalization

- 3.2.1. Full implementation of strategic human resources management
- 3.2.2. Strengthening the University's reputation as an attractive workplace
- 3.2.3. Increasing efficiency and transparency of mechanisms for recruitment, development, appraisal, promotion, and remuneration of employees
- 3.2.4. Building an effective system of securing stability for the staff with the highest qualifications
- 3.2.5. Ensuring a consistent incentive system
- 3.2.6. Improving tools for selecting candidates for managerial positions and for horizontal promotion
- 3.2.7. Developing instruments to motivate employees to cooperate with other organizational units of the University as well as with the local and international environment

OPERATIONAL OBJECTIVE 3.3. Optimization of the organizational structure supporting the quality of research and teaching

- 3.3.1. Optimization of the division of competences in the School - Faculty relationship in the field of concerning the organization and supervision of the quality of research and teaching
- 3.3.2. Formation of ensuring the effective distribution of responsibilities and tasks between one-person authorities/managing functions vs. collegiate bodies
- 3.3.3. Integration of activities enhancing the excellence of scientific research; synergy between large programs implemented at AMU
- 3.3.4. Evaluating the effects of the implementation of the new organizational structure on the quality of research and teaching
- 3.3.5. Improving the system of intra-university communication

OPERATIONAL OBJECTIVE 3.4. Improvement of the financial management system for comprehensive development of the University

- 3.4.1. Creating a comprehensive financial management mechanism to ensure planning, execution and follow-up at all levels of management
- 3.4.2. Providing consistent and timely financial management information to the University Council, Rector's team and heads of organizational units
- 3.4.3. Developing, implementing and maintaining an effective purchase and management strategy for physical resources, including research infrastructure

OPERATIONAL OBJECTIVE 3.5. Development of the Adam Mickiewicz University infrastructure and management of its assets in a manner enabling effective conduct of scientific research and education

- 3.5.1. Creating optimal conditions for research and teaching
- 3.5.2. Developing and optimizing the use of research and teaching infrastructure
- 3.5.3. Digital transformation improving intra-university processes

OPERATIONAL OBJECTIVE 3.6. Increasing efficiency of management and administration in the process of supporting scientific activity, education and cooperation with the social and economic environment

- 3.6.1. Introducing a permanent mechanism for critical analysis of the quality and efficiency of management processes at various levels of university administration
- 3.6.2. Expanding and improving electronic document circulation (EOD)
- 3.6.3. Expanding IT tools to support University management, including a management reporting system
- 3.6.4. Creating the system for comprehensive support of students, doctoral candidates and research and teaching staff from abroad (AMU Welcome Center)
- 3.6.5. Optimizing the division of responsibilities among administrative units for the effective management of processes
- 3.6.6. Implementing new work organization solutions
- 3.6.7. Modernizing administrative procedures and mechanisms for establishing and conducting cooperation with the social and economic environment

OPERATIONAL OBJECTIVE 3.7. Supporting academic community in personal and professional development

- 3.7.1. Embedding personal and professional development into the idea of a single university-wide academic community
- 3.7.2. Creating additional forms of organizational support for the personal and professional development of freshmen
- 3.7.3. Combating various forms of discrimination, exclusion and violence, promoting the principles of equal treatment
- 3.7.4. Creating conditions conducive to integration and improvement of quality of life of the university community

OPERATIONAL OBJECTIVE 3.8. Optimizing AMU management and image

- 3.8.1. Developing a strategy for promoting research and education in order to optimize management of the brand image of AMU
- 3.8.2. Strengthening AMU position nationally and internationally
- 3.8.3. Strengthening the AMU brand in the socio-economic environment
- 3.8.4. Strengthening the image of AMU as a flagship HEI of Poznań and Wielkopolska Region

STRATEGIC GOAL 4
THE UNIVERSITY WHICH CO-CREATES
THE SOCIAL, CULTURAL
AND ECONOMIC ENVIRONMENT

The University, despite being an autonomous institution preserving its tradition and academic values, is an integral part of society. It maintains and develops mutual relations with the environment, at local, regional, national and global level. Moreover, it aspires to participate in creating the social, cultural and economic reality in which it exists. That is done primarily through the University's research and educational function. This fourth strategic goal concerns the University's direct interaction with the socio-economic environment, on a partnership basis, while respecting its autonomy and the principle of academic freedom. Individual operational objectives and actions which they entail characterize the fourth strategic goal in greater detail. Their implementation is intended to strengthen the University's role in society and to help this institution fulfill its Mission, realize its Vision and reflect its Values.

This relates primarily to implementing the principles of social responsibility and sustainable development, building a civil society, cooperating with local and central authorities, carrying out joint projects aimed to ground research in the world of commerce and industry, working within the framework of the existing educational system, cooperating with other academic institutions in Poznań, communicating with graduates, promoting research and educational offer of the University, as well as building its reputation and ensuring its international recognition by e.g. improving brand visibility.

OPERATIONAL OBJECTIVE 4.1 The University committed to implementing the principles of social responsibility in science, education, international cooperation and the pursuit of sustainable development

- 4.1.1. Popularizing and implementing the principles of CSR in the Higher Education Declaration
- 4.1.2. Supporting the implementation of the Sustainable Development Goals

OPERATIONAL OBJECTIVE 4.2. AMU involved in developing social participation, sharing knowledge and skills with civil society, shaping attitudes that foster community building and encourage creativity, openness, social responsibility and sensitivity

- 4.2.1. Supporting the implementation of Open Science and Citizen Science
- 4.2.2. Using the knowledge and experience of AMU staff in activities aimed at strengthening civil society and its institutions
- 4.2.3. Fostering equality and non-discrimination
- 4.2.4. Cooperating with the University's environment to build community relations, promote civic engagement and prosocial behavior

OPERATIONAL OBJECTIVE 4.3. AMU involved in cooperation with its social environment, including local and central government, in the field of science, culture, art, sports and recreation

- 4.3.1. Cooperating with local government, the local branch of central government, public institutions and NGOs
- 4.3.2. Cooperating with local government and the local branch of central government, as well as with public institutions and NGOs in the field of promoting democracy and participatory attitudes
- 4.3.3. Cooperating with the social environment in the field of culture and art
- 4.3.4. Promoting physical culture, recreation and a healthy lifestyle

OPERATIONAL OBJECTIVE 4.4. AMU as an open university establishing relations with its economic environment and planning joint projects in the field of commerce, research and development, and education

- 4.4.1. Transferring knowledge to business, commercializing research results, cooperating with the business sector
- 4.4.2. Supporting academic entrepreneurship
- 4.4.3. Integrating with the socio-economic environment and strengthening cooperation with external partners

OPERATIONAL OBJECTIVE 4.5. AMU as a university involved in cooperation with the Polish educational system in the areas of formal and non-formal education and education projects

- 4.5.1. Increasing cooperation with schools and other educational institutions
- 4.5.2. Strengthening cooperation with secondary schools toward attracting the best university candidates
- 4.5.3. Improving the offer of the initial and in-service teacher training
- 4.5.4. Expanding and improving the informal and non-formal education offer

OPERATIONAL OBJECTIVE 4.6. Fostering long-lasting relationships with the University graduates

- 4.6.1. Tracking graduates' career paths
- 4.6.2. Maintaining contact with graduates

OPERATIONAL OBJECTIVE 4.7. Enhancing AMU's cooperation with other higher education institutions in Poznań

- 4.7.1. Enhancing cooperation with public higher education institutions in Poznań
- 4.7.2. Expanding efforts aimed at creating a federation of public higher education institutions in Poznań
- 4.7.3. Supporting the integration of the Poznań academic community

OPERATIONAL OBJECTIVE 4.8. AMU as a university engaged in promoting research, artistic activity, educational offer, brand recognition, and its international visibility

- 4.8.1. Disseminating AMU staff's research results in Poland and abroad
- 4.8.2. Popularizing AMU staff's research results
- 4.8.3. Promoting AMU's educational offer
- 4.8.4. Optimizing AMU's marketing strategy

ACTION PLANS

LIST OF ABBREVIATIONS

R – Rector

D – Deans, Branch Directors

Ch – Chancellor

B – Bursar

Vice-RP – Vice-Rector responsible for Research Projects

Vice-D – Vice-Rector responsible for Digitalization

Vice-DS – Vice-Rector responsible for Doctoral Studies

Pro-F – Vice-Rector responsible for Finance

Vice-I – Vice-Rector responsible for Infrastructure

Vice-HR – Vice-Rector responsible for Human Resources

Vice-T – Vice-Rector responsible for Teaching

Vice-M – Vice-Rector responsible for Marketing

Vice-R – Vice-Rector responsible for Research

Vice-CR – Vice-Rector responsible for Community Relations

Vice-DV – Vice-Rector responsible for Development

Vice-SA – Vice-Rector responsible for Student Affairs

Vice-S – Vice-Rector responsible for a School

Vice-SG – Vice-Rector responsible for Sustainable Development Goals

Vice-Str – Vice-Rector responsible for Strategy

Vice-BR – Vice-Rector responsible for Business Relations

Vice-IC – Vice-Rector responsible for International Cooperation

UB – University Budget, including funds received for the retention and development of research potential, retention and development of teaching potential, financing obtained within the Research University Excellence Initiative project, the University's own income, and external funding, including: grants, projects, targeted subsidies

STRATEGIC GOAL 1

ACTION PLAN FOR OPERATIONAL OBJECTIVE 1.1.

AMU as a globally recognized European research university

INTERIM AIM 1.1.1. Enhancing operations within the European Research Area			
<p>Actions:</p> <p>1.1.1.1. Increasing AMU's presence in international research consortia</p> <p>1.1.1.2. Increasing AMU's participation in European research structures, especially those which support and manage European Commission programs</p> <p>1.1.1.3. Developing cooperation within the European Open Science Cloud (EOSC)</p> <p>1.1.1.4. Continuing activities including AMU in the European Strategy Forum for Research Infrastructures (ESFRI)</p> <p>1.1.1.5. Supporting the efforts of AMU employees applying to be reviewers of proposals funded by international research agencies</p> <p>1.1.1.6. Active lobbying for the implementation of international competitions of key importance to AMU</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-R, Vice-RP, Vice-IC, Vice-D	Continuous activity	Number of international consortia Number of persons involved in activities within EC structures Number of cooperation agreements in EC institutions 1.1.1.3., 1.1.1.4. – periodic reports	UB
INTERIM AIM 1.1.2. Identifying key directions for international collaboration of researchers			
<p>Actions:</p> <p>1.1.2.1. Enhancing AMU cooperation with strategic partners</p> <p>1.1.2.2. Strengthening AMU's position and developing cooperation within the EPICUR consortium</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-R, Vice-IC, Vice-RP	Continuous activity	Number of strategic partners Number of contracts concluded and actions taken	UB

INTERIM AIM 1.1.3. Increasing the internationalization of research			
Actions: 1.1.3.1. Developing research cooperation with renowned international institutions 1.1.3.2. Developing research cooperation at the national level, among others to internationalize it 1.1.3.3. Supporting participation of employees and doctoral students in international conferences			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-R, Vice-RP, Vice-IC	Continuous activity	Number of publications with international partners Number of national projects of international character Number of participants in international conferences	UB
INTERIM AIM 1.1.4. Increasing the number of international research and teaching staff			
Actions: 1.1.4.1. Pro-actively identifying and encouraging eminent researchers from abroad to be employed or become visiting professors 1.1.4.2. Employing researchers from international centers - support for remote visiting professorships with a view to establish research cooperation 1.1.4.3. Harmonizing the system of recruitment of research staff with the development of strategic research directions at AMU			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-R, Vice-IC, Vice-Str, Vice-HR, D	Continuous activity	Number of international researchers employed Number of persons awarded visiting professor status 1.1.4.3. – periodic report	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 1.2.

AMU as a university conducting research addressing the biggest challenges of today

INTERIM AIM 1.2.1. Identification, support for and promotion of priority research
Actions:

1.2.1.1. Supporting and promoting research of fundamental importance and with high potential for international success			
1.2.1.2. Identifying new directions of research that address major challenges of today			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-R	Continuous activity	Annual reports	UB
INTERIM AIM 1.2.2. Development of interdisciplinary teams and research			
Actions:			
1.2.2.1. Supporting researchers in their efforts to find partners in interdisciplinary projects			
1.2.2.2. Fostering cooperation within and between discipline schools			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-R, Vice-S, D	Continuous activity	Number of new partners in interdisciplinary projects Number of joint research activities within and between discipline schools	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 1.3.

Creation of a strategic system of research management

INTERIM AIM 1.3.1. Ongoing monitoring of accomplishments in AMU-run disciplines			
Actions:			
1.3.1.1. Developing and improving systems to document staff performance			
1.3.1.2. Systematically monitoring and reporting activities at discipline level			
1.3.1.3. Identifying the soft spots within each discipline and developing a remedial strategy			
1.3.1.4. Supporting the research quality evaluation team			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-R, Vice-D	Continuous activity 1.3.1.3. - 2023	Annual reports	UB

INTERIM AIM 1.3.2. Modernizing the organization system of research and development			
<p>Actions:</p> <p>1.3.2.1. Defining in the AMU organizational units the principles of allocating funds for research linked to the effects of this activity</p> <p>1.3.2.2. Identifying and establishing core facilities for conducting research</p> <p>1.3.2.3. Establishing a service core facility offering systemic support in statistical analyses</p> <p>1.3.2.4. Developing an identification system of strategic equipment and rules for its purchase</p> <p>1.3.2.5. Developing rules on accessibility, use and funding of measurements/research with the use of specialized research equipment</p> <p>1.3.2.6. Creating a university-wide, interdisciplinary structure to share good practices in conducting research and in obtaining grants</p> <p>1.3.2.7. Creating instruments, including financial ones, to enable the employment of eminent specialists in research support positions</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-R, Vice-RP, Vice-I, Ch, B, D	1.3.2.1., 1.3.2.6., 1.3.2.7. – 2022 1.3.2.2.-1.3.2.5. – 2024	Number of faculties applying rules linking funding to research efficiency Number of service units created Documents adopted on the purchase and use of research strategic infrastructure Amendments to the work regulations	UB
INTERIM AIM 1.3.3. Establishing the AMU Research Council and defining its prerogatives			
<p>Actions:</p> <p>1.3.3.1. Defining the prerogatives of the Research Council</p> <p>1.3.3.2. Appointment and operation of the Research Council</p> <p>1.3.3.3. Creation of a think tank to support the Research Council in drafting the optimum strategy and efficient tools to enhance the efficiency of research conducted at AMU</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
R, Vice-Str	1.3.3.1. – 2021 1.3.3.2. – 2022 1.3.3.3. – 2022	Amendments to the Statute Appointment of a collegial body Appointment of a support team	UB
INTERIM AIM 1.3.4. Establishing the AMU Scientific Advisory Board			
<p>Actions:</p> <p>1.3.4.1. Appointing the AMU Scientific Advisory Board</p>			

1.3.4.2. Monitoring and consultation by the AMU Scientific Advisory Board			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
R, Vice-R	Continuous activity 1.3.4.1. – 2022	Amendments to the Statute Appointment of an advisory body Periodic reports	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 1.4.

AMU as a university dynamically developing its disciplines

INTERIM AIM 1.4.1. Commitment to modernize, improve and harmonize the research skills and competences of staff and doctoral students			
Actions: 1.4.1.1. Promoting high ethical standards in research 1.4.1.2. Identifying missing elements in the academic careers of staff members crucial for their development and actively assisting in their completion 1.4.1.3. Offering academics and doctoral candidates regular, widely accessible and diversified academic writing and foreign language courses			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-R, Vice-S, D	Continuous activity	Number of courses and trainings Number of course participants Reports	UB
INTERIM AIM 1.4.2. Systematic increase in the number of publications in prestigious journals and publishing houses			
Actions: 1.4.2.1. Developing university-wide and faculty-based incentive systems for premium publication of research results 1.4.2.2. Increasing the number of publications with international partners 1.4.2.3. Supporting Open Access publishing 1.4.2.4. Supporting the edition of publications in foreign languages 1.4.2.5. Strengthening mechanisms encouraging publication in renowned publishing houses			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-R, Vice-S, D	Continuous activity	Number of publications with international partners	UB

		Number of co-financed publications and books	
INTERIM AIM 1.4.3. Rising the prestige of AMU-published journals			
Actions: 1.4.3.1. Supporting journals which meet quality criteria 1.4.3.2. Taking action to include AMU journals in widely recognized international journal lists 1.4.3.3. Reviewing journals published by AMU and discontinuing those of minimal significance to the discipline 1.4.3.4. Integrating the AMU publishing system			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-R, Vice-S, D	Continuous activity 1.4.3.3. – 2023	Periodic reports Number of journals in international journal lists Implemented system of university journal publishing	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 1.5.

AMU as a university with the highest academic categories

INTERIM AIM 1.5.1. AMU as a university whose facilities and organizational capacities foster successful scientific competition and effective collaboration with the highest-ranking universities in Poland, Europe and worldwide			
Actions: 1.5.1.1. Building AMU's position as a leader in national and international research consortia 1.5.1.2. Supporting the organization of international conferences and world congresses			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-R, Vice-S, D	Continuous activity	Number of project proposals in which AMU is the leader Number of conferences and congresses	UB
INTERIM AIM 1.5.2. Streamlining the library and information system			

<p>Actions:</p> <p>1.5.2.1. Optimizing the operation of the library and information system, including the expansion of the system of accessibility to world-wide Internet resources</p> <p>1.5.2.2. Optimizing collaboration between the University Library and libraries of AMU units with a view to support research</p> <p>1.5.2.3. Developing a system of diversified funding of library resources</p> <p>1.5.2.4. Developing the functionality and scope of application of the Omega-PSIR system</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-R, Vice-D, Vice-DV	Continuous activity	Periodic reports on accessible online resources Periodic reports	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 1.6.

AMU as a university increasing its scientific potential by attracting external funding for research

INTERIM AIM 1.6.1. Enhancing the scholarly potential through supporting research			
<p>Actions:</p> <p>1.6.1.1. Supporting innovative research, especially high-risk research</p> <p>1.6.1.2. Developing and improving the mentoring system for researchers commencing their academic careers</p> <p>1.6.1.3. Creating a system of internal grants for employees, doctoral candidates and students to support the formulation of grant applications</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-RP, Vice-R, Vice-S	Continuous activity 1.6.1.3. – 2023	Number of supported research projects Periodic reports summarizing mentoring activities Support system in place	UB
INTERIM AIM 1.6.2. Ongoing and comprehensive support of top leaders and grant recipients			
<p>Actions:</p> <p>1.6.2.1. Introducing mechanisms to encourage winners/potential winners of prestigious grants to perform them at AMU</p> <p>1.6.2.2. Identifying employees likely to be highly recognized as grant leaders</p>			

<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-R, Vice-S, D	Continuous activity	Periodic reports	UB
INTERIM AIM 1.6.3. Increasing successful applications for research funds			
<p>Actions:</p> <p>1.6.3.1. Organizational and administrative support for researchers in the process of application submission</p> <p>1.6.3.2. Establishing support/mentoring groups with experts from panels evaluating research funding applications</p> <p>1.6.3.3. Optimizing information flow on good practices and solutions for application support</p> <p>1.6.3.4. Upgrading and effective use of the intra-university system of information flow about national and international grant competitions</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-RP	Continuous activity 1.6.3.2. – 2022	Periodic reports AMU newsletter dedicated to research Dedicated Intranet space	UB
INTERIM AIM 1.6.4. Developing a system of application, implementation and settlement of research projects			
<p>Actions:</p> <p>1.6.4.1. Expanding the research project support system, including staff reinforcement, increasing language skills, and specialization of teams of employees supporting individual stages of project implementation</p> <p>1.6.4.2. Creating an expert team to advise administration units supporting research project management</p> <p>1.6.4.3. Enhancing cooperation with the National and Regional Contact Points to support the acquisition of grants from European research programs</p> <p>1.6.4.4. Providing training in management and administration of national and international projects</p> <p>1.6.4.5. Creating information system on regional innovation strategy and areas of smart specializations</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-RP, Vice-HR, Ch	Continuous activity 1.6.4.2. – 2021	Annual reports Number of trainings Number of employees participating in training Information tool on regional strategies	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 1.7.

Ensuring that doctoral students have the conditions for comprehensive scientific development and career advancement

INTERIM AIM 1.7.1. Increasing the number of doctoral students in research teams			
Actions: 1.7.1.1. Involvement of doctoral students in the work of research teams			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-DS, D	Continuous activity	Number of doctoral students in the teams	UB
INTERIM AIM 1.7.2. Developing space for doctoral students' research			
Actions: 1.7.2.1. Expanding external sources of funding for doctoral scholarships 1.7.2.2. Developing faculty systems of support for doctoral students' publications 1.7.2.3. Organizing seminars and summer schools			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-DS, D	Continuous activity	Expenditure on doctoral scholarships Publication support schemes put in place Number of seminars and summer schools organized	UB
INTERIM AIM 1.7.3. Developing doctoral schools which care for the internationalization and quality of teaching			
Actions: 1.7.3.1. Developing mechanisms for financing research conducted by doctoral students 1.7.3.2. Acquiring grants and creating research teams with the participation of doctoral students 1.7.3.3. Developing international cooperation with other centers 1.7.3.4. Attracting international doctoral students 1.7.3.5. Encouraging mobility within exchange programs			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-DS, Vice-R, Vice-IC	Continuous activity	Number of research teams involving doctoral students Number of international centers cooperating with doctoral schools	UB

		Number of international applicants and accepted doctoral students	
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ACTION PLAN FOR OPERATIONAL OBJECTIVE 1.8.

AMU as a university supporting research with high application potential, carried out for or in cooperation with non-academic communities

INTERIM AIM 1.8.1. Implementing a support system for projects addressing the needs of the socio-economic environment			
Actions:			
1.8.1.1. Supporting and promoting research with high implementation potential			
1.8.1.2. Providing specialized administrative support and establishing transparent procedures for conducting R&D projects			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-BR, Vice-R, Vice-RP	Continuous activity	Annual reports Introduced procedures	UB
INTERIM AIM 1.8.2. Building sustainable research cooperation between AMU, local authorities, economy, and society			
Actions:			
1.8.2.1. Developing a Triple/Quadruple Helix [TX/QH] (universities – authorities [administration] – industry/economy – society) to jointly seek grants			
1.8.2.2. Encouraging external partners to cooperate with researchers and to get involved in research funding			
1.8.2.3. Optimizing the system of matching people from the socio-economic environment with units/employees to initiate and conduct research cooperation			
1.8.2.4. Implementing a system of students' theses and dissertations commissioned by external partners			
1.8.2.5. Intensifying joint research projects carried out with non-governmental organizations			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-BR, Vice-R	Continuous activity	Number of signed and active contracts Number of MA theses and doctoral dissertations commissioned by external partners	UB
INTERIM AIM 1.8.3. Ongoing support for the intellectual property protection of research			
Actions:			

1.8.3.1. Streamlining support for the filing of patent applications and other protective rights			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-BR, Ch	Continuous activity	Periodic reports	UB
INTERIM AIM 1.8.4. Raising employees' awareness of the market value and potential commercial application of their research outcomes			
<p>Actions:</p> <p>1.8.4.1. Monitoring the socio-economic environment in terms of potential research and expert analyses to be carried out by the University</p> <p>1.8.4.2. Identifying specific areas in which AMU could serve as an expert</p> <p>1.8.4.3. Developing and promoting a database of AMU experts, indicating their area of expertise</p> <p>1.8.4.4. Enhancing collaboration with the Wielkopolska Smart Specializations Forum</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-BR, Vice-R	Continuous activity	Periodic reports Compiled expert base	UB

STRATEGIC GOAL 2

ACTION PLAN FOR OPERATIONAL OBJECTIVE 2.1.

Education at AMU in line with the current state of knowledge, taking into account the directions of development of global science and the challenges of contemporary society and economy

INTERIM AIM 2.1.1. More intensive research-based learning at AMU and other Polish and international research centers			
Actions: 2.1.1.1. Ongoing updating of study curricula to align them with research and state of the art 2.1.1.2. Supporting students in preparing research-based theses and publications 2.1.1.3. Optimizing teaching methods that introduce students to research 2.1.1.4. Developing comprehensive organizational and financial support for students' research projects			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-T, Vice-S, D	Continuous activity	2.1.1.1. Number of modified study curricula 2.1.1.2. Number of theses and publications 2.1.1.3. Number of teaching courses and workshops. Number of their attendees 2.1.1.4. Program completed, incl. Study@research, BestStudentGrant	UB
INTERIM AIM 2.1.2. Expanding the offer of studies realized in cooperation with the non-academic sector and increasing the participation of external specialists in the educational process			
Actions: 2.1.2.1. Cooperating with the non-academic sector in the development of study curricula 2.1.2.2. Supporting students in preparing theses in cooperation with the non-academic sector and external specialists 2.1.2.3. Monitoring employers' expectations towards study curricula and graduates' skills			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-T, Vice-BR, Vice-CR	Continuous activity	2.1.2.1. Changes in study curricula	UB

		2.1.2.2. Number of theses 2.1.2.3. Periodic reports and accounts	
INTERIM AIM 2.1.3. Developing innovative fields of study and curricula, taking into account challenges such as the development of artificial intelligence, the economic and technological revolution, climate change, and growing social inequalities			
Actions: 2.1.3.1. Creating new curricula and fields of study that address contemporary civilization challenges 2.1.3.2. Increasing students' awareness of the social, ecological and technological challenges of today			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-T, Vice-SA	Continuous activity	2.1.3.1. Created study curricula and fields 2.1.3.2. Number of completed initiatives	UB
INTERIM AIM 2.1.4. Improving the language skills of students and employees involved in education			
Actions: 2.1.4.1. Improving education in specialist English and other foreign languages 2.1.4.2. Improving language skills of academics and administration staff			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-T, D, Ch	Continuous activity	Number of language courses Number of course participants Number of language certificates	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 2.2.

Internationalization of teaching

INTERIM AIM 2.2.1. Strengthening AMU's activity within the European University initiative as part of the European Higher Education Area			
Actions: 2.2.1.1. International promotion of AMU teaching offer			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>

Vice-T, Vice-IC, Vice-M	Continuous activity	Number of promotional activities Enrolment results	UB
INTERIM AIM 2.2.2. Supporting the process of internationalization of education and cooperation with international universities			
Actions: 2.2.2.1. Creating a new educational offer in cooperation with international partners 2.2.2.2. Organizational and financial support of international research cooperation of students and doctoral candidates 2.2.2.3. Increasing the share of international visiting lecturers in the teaching process at AMU			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-T, Vice-IC	Continuous activity	2.2.2.1. Number of fields of study and students 2.2.2.2. Number of initiatives carried out Number of participants, incl. summer schools, conferences, internships 2.2.2.3. Number of international lecturers	UB
INTERIM AIM 2.2.3. Supporting the development of education offered in multiple languages			
Actions: 2.2.3.1. Increasing the offer of studies and classes taught in English 2.2.3.2. Increasing the offer of classes taught in other foreign languages			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-T, Vice-IC	Continuous activity	Number of study fields and classes offered	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 2.3.

Linking education to universal values and human rights and the goals enshrined in the University's Mission and Vision

INTERIM AIM 2.3.1. Disseminating knowledge and supporting activities promoting human and civil liberties and rights in a democratic society and sustainable development
Actions: 2.3.1.1 Supplementing study programs with human rights and civil liberties topics

2.3.1.2. A university-wide awareness-raising campaign on human rights and civil liberties in a democratic society and sustainable development			
2.3.1.3. Supporting students' and doctoral candidates' initiatives contributing to the development of freedom and democracy			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-T, R	Continuous activity	2.3.1.1. Number of modified study curricula Number of initiatives carried out	UB
INTERIM AIM 2.3.2. Promoting good academic practices, including the pursuit of truth and objectivity, accountability, respect for diversity of views, and academic integrity			
Actions:			
2.3.2.1. Strengthening activities protecting intellectual property and copyrights among students and doctoral candidates who start their education			
2.3.2.2. Increasing participation of students, doctoral candidates and employees in initiatives promoting science and in educational projects			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-T, Vice-BR	Continuous activity	2.3.2.1. Number of awareness-raising initiatives carried out 2.3.2.2. Number of registered initiatives, incl. Researchers' Night, Arts and Science Festival, Night of the Museums, and Wiki UAM	UB
INTERIM AIM 2.3.3. Developing professional competence as an individual and social value			
Actions:			
2.3.3.1. Extending the teaching offer with practical classes or fields of study			
2.3.3.2. Intensifying cooperation with employers in terms of enhancing students' professional competences			
2.3.3.3. Strengthening students' awareness of the social role of science and responsibility of academic community			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-T, Vice-BR	Continuous activity	2.3.3.1. Number of classes and study fields. Number of graduates Number of initiatives carried out	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 2.4.

Providing students of all levels with the best possible conditions for learning and academic development

INTERIM AIM 2.4.1. Improving tutoring and designing customized study paths			
Actions: 2.4.1.1. Improving tutoring skills of teaching staff 2.4.1.2. Providing tutoring for the most talented students 2.4.1.3. Promoting a customized electives plan			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-T, Vice-SA	Continuous activity	Number of trainings and workshops and tutors. Establishment of an incentive system for tutors Number of students covered by tutoring Number of electives. Number of students customizing their study path	UB
INTERIM AIM 2.4.2. Expanding the range of interdisciplinary study programs			
Actions: 2.4.2.1. Developing cooperation and supporting initiatives to create interdisciplinary fields of study 2.4.2.2. Providing students with opportunities to take courses in different fields of study, within different disciplines			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-T, Vice-S	Continuous activity	Number of interdisciplinary study fields Number of students customizing their study paths at different study fields	UB
INTERIM AIM 2.4.3. Supporting the development of students' academic pursuits, self-government and culture			
Actions: 2.4.3.1. Promoting and supporting students' research initiatives 2.4.3.2. Strengthening the role of self-government in the life of AMU 2.4.3.3. Promoting and supporting sport at AMU			

2.4.3.4. Promoting cultural activities of students and doctoral candidates			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-SA	Continuous activity	Number of initiatives and events supported	UB
INTERIM AIM 2.4.4. Developing and coordinating a system of psychological support for students and doctoral candidates			
Actions: 2.4.4.1. Developing an integrated psychological support system for students and doctoral candidates at central and faculty level 2.4.4.2. Raising awareness of coping with psychological problems and difficulties in the study process			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-SA	2.4.4.1. – 2022 Continuous activity	2.4.4.1. System development and implementation 2.4.4.1. Number of consultations held 2.4.4.2. Number of awareness-raising activities, incl. via targeted information	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 2.5.

Ensuring the highest quality of education through the improvement of system activities and raising the teaching skills of AMU staff

INTERIM AIM 2.5.1. Developing academics' teaching skills			
Actions: 2.5.1.1. Improving a wide variety of teaching staff's skills 2.5.1.2. Supporting and developing modes of exchange of teaching experience and good practices 2.5.1.3. Monitoring teaching staff's skills via evaluation questionnaires outcomes, class audits conclusions and international mobility practices			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-T, D	Continuous activity	2.5.1.1. Number of trainings offered by AMU staff and external providers 2.5.1.2. Number of registered initiatives, incl. teaching conferences	UB

		2.5.1.3. Number of reports submitted and recommendations put forth	
INTERIM AIM 2.5.2. Improving study programs, including teaching methods and ways of assessing the attainment of the assumed learning outcomes			
<p>Actions:</p> <p>2.5.2.1. Optimizing the selection of courses, their content and forms in relation to the assumed learning outcomes</p> <p>2.5.2.2. Adapting assessment methods to verify the attainment of the assumed learning outcomes</p> <p>2.5.2.3. Conducting comprehensive reviews of study curricula at the end of the educational cycle</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-T, D	2.5.2.1.-2.5.2.2. – Continuous activity 2.5.2.3. Recurrent activity - upon completion of the learning cycle	2.5.2.1. Number of classes Optimized 2.5.2.2. Number of assessment modalities reviewed 2.5.2.3. Number of reviews made. Alumni feedback	UB
INTERIM AIM 2.5.3. Optimization of procedures related to the establishment/change of research-based fields of study			
<p>Actions:</p> <p>2.5.3.1. Monitoring the effectiveness of existing legal solutions defining education management</p> <p>2.5.3.2. Amending internal legal instruments to increase teaching efficiency</p> <p>2.5.3.3. Organizational support of the process of modernizing study fields, linking them with research</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-T, Vice-S	2.5.3.1. Continuous activity 2.5.3.2. End of 2021 2.5.3.3. 2024	Periodic reports and analyses of the system's operation Proposals of changes/modifications of internal legal instruments 2.5.3.3. Increasing the number of research-based study fields	UB
INTERIM AIM 2.5.4. Optimization of the system of quality improvement in teaching			
<p>Actions:</p> <p>2.5.4.1. Compiling a Quality Paper and a Catalogue of Best Practices</p>			

2.5.4.2. Diversifying tools used in teaching quality assessment 2.5.4.3. Adjusting the system of improving teaching quality to the AMU structure 2.5.4.4. Developing forms of support for program boards of fields of study or groups of fields of study in terms of ensuring, monitoring and improving teaching quality 2.5.4.5. Strengthening the role of quality competitions in improving teaching quality 2.5.4.6. Raising the awareness of the academic community about the effects of operation of the teaching quality enhancement system			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-T, D	2.5.4.1. – 2022 2.5.4.3. – 2021 2.5.4.1., 2.5.4.4.-2.5.4.6. Continuous activity	2.5.4.1. Quality Paper. Catalogue of Best Practices 2.5.4.2. Creating new or modifying existing assessment tools 2.5.4.3. Modifying the system in line with the adopted assumptions 2.5.4.4.-2.5.4.6. Number of initiatives implemented	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 2.6.

Perfecting the lifelong learning system

INTERIM AIM 2.6.1. Developing and disseminating LLL – Lifelong Learning			
Actions: 2.6.1.1. Developing an information and promotional offer concerning lifelong learning 2.6.1.2. Developing cooperation with the socio-economic environment, including AMU alumni, to improve the LLL offer dedicated to different social, professional and age groups 2.6.1.3. Increasing the participation of academic staff in LLL 2.6.1.4. Improving academics' skills related to unique aspects of teaching different age cohorts			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-T, Vice-CR	2.6.1.1. – 2022 2.6.1.2.-2.6.1.4. Continuous activity	2.6.1.1. Development of a modified offer. Number of events	UB

		2.6.1.2. Number of post-graduate studies, courses and other initiatives. Monitoring of needs. Statistics of participation in various forms of education 2.6.1.3. Number of employees. Creation of an incentive system 2.6.1.4. Design and implementation of a training offer	
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ACTION PLAN FOR OPERATIONAL OBJECTIVE 2.7.

Modernizing education infrastructure and resources used in distance learning and the integrated university information system

INTERIM AIM 2.7.1. Improving the support system for distance learning			
Actions: 2.7.1.1. Improving methodological skills related to distance learning 2.7.1.2. Developing IT infrastructure and educational resources for distance learning 2.7.1.3. Improving skills in using IT tools for distance learning			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-T, Vice-D	Continuous activity	2.7.1.1. Number of trainings and workshops 2.7.1.2. Number of computer programs purchased. Number of server support staff, etc. 2.7.1.3. Number of trainings and workshops	UB
INTERIM AIM 2.7.2. Building a coherent and friendly university information system, taking into account the needs of international students and doctoral candidates as well as persons with disabilities			
Actions:			

2.7.2.1. Increasing the functionality and intuitiveness of electronic student management systems			
2.7.2.2. Developing a coherent system of study information at the central and faculty level			
2.7.2.3 Designing and updating a mobile application for students and doctoral candidates			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-T, D, Vice-D	2.7.2.1.-2.7.2.2. Continuous activity 2.7.2.3. – 2024	2.7.2.1. Modified study management systems 2.7.2.2. Designed and updated communication system 2.7.2.3. Application. Application updates	UB
INTERIM AIM 2.7.3. Upgrading the teaching, research and social infrastructure, taking into account the needs of students and lecturers with disabilities			
Actions:			
2.7.3.1. Construction of university halls of residence, including social services infrastructure			
2.7.3.2. Modernization of university buildings eliminating architectural and communication barriers in view of needs of persons with disabilities			
2.7.3.3. Modernization of lecture halls, laboratories and libraries in terms of teaching equipment, taking into account needs of persons with disabilities			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-I, Vice-DV, Ch	2.7.3.1. – 2024 2.7.3.2.-2.7.3.3. Continuous activity	Number of facilities built and modernized Teaching infrastructure base	UB

STRATEGIC GOAL 3

ACTION PLAN FOR OPERATIONAL OBJECTIVE 3.1.

Strategic university management ensuring the development of all areas of AMU activity

INTERIM AIM 3.1.1. Monitoring the implementation, evaluation and updating of the AMU Strategy			
Actions: 3.1.1.1. Assembling a team for monitoring the AMU Strategy 3.1.1.2. Devising mechanisms of cooperation between all University bodies in the process of evaluating progress in the implementation of the AMU Strategy 3.1.1.3. Updating the AMU Strategy periodically			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
R, Vice-Str	3.1.1.1. – 2021 3.1.1.2. – 2022 3.1.1.3. Continuous activity	Assembled team Diagram of interdependence of university bodies Annual report; guidelines to be updated at the beginning of each Rector's term	UB
INTERIM AIM 3.1.2. Ensuring consistency of specific strategies with the AMU Strategy			
Actions: 3.1.2.1. Developing detailed strategies of schools, doctoral schools, departments and branches 3.1.2.2. Monitoring the compliance of the detailed strategies with the AMU Strategy			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-Str, Vice-S, D	3.1.2.1. – 2022 3.1.2.2. Continuous activity	Strategies of schools, doctoral schools, departments and branches Annual report of the strategy team	UB
INTERIM AIM 3.1.3. Increasing the effectiveness of organizational and management solutions with a view to implement the AMU Strategy			
Actions: 3.1.3.1. Internal audit of strategic organizational and management solutions 3.1.3.2. Developing a consultation and cooperation mechanism between management and staff for the implementation of the AMU Strategy			

<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-Str	3.1.3.1. Annually 3.1.3.2. – 2021	Report Scheme of interaction Scheme of interaction	UB
INTERIM AIM 3.1.4. Monitoring the compliance of the implementation of strategic programs with the AMU Strategy			
Actions: 3.1.4.1. Developing a mechanism for consultation and cooperation between the teams responsible for the execution of strategic programs in view of the AMU Strategy implementation 3.1.4.2. Developing a strategy for internationalization of Adam Mickiewicz University specifying the priority objectives of international cooperation			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
R, Vice-Str	2021	Description of dependencies between projects, setting synergic goals	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 3.2.

Further increase in staff professionalization

INTERIM AIM 3.2.1. Full implementation of strategic human resource management			
Actions: 3.2.1.1. Devising staff development plans for the university in correlation with the legal environment of higher education institutions and with anticipated changes in the directions of scientific research and the educational offer 3.2.1.2. Defining optimal career paths for academic teachers at AMU (from assistant professor to professor) 3.2.1.3. Implementing the new system of periodical evaluation of academic teachers 3.2.1.4. Implementing a system of periodical evaluation of employees other than academic teachers			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-HR, Ch	3.2.1.1. Annually 3.2.1.2. – 2021 3.2.1.3.-3.2.1.4. – 2022	A staff development plan with the specifics for each discipline Amendment of the Statute and work regulations and dependent documents Rector's ordinance	UB

INTERIM AIM 3.2.2. Strengthening the reputation of AMU as an attractive workplace			
<p>Actions:</p> <p>3.2.2.1. Defining the charter of AMU employee rights and advancement opportunities</p> <p>3.2.2.2. Assessing the use of the Company Social Benefit Fund</p> <p>3.2.2.3. Widening the scope of social assistance</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-HR, Ch	3.2.2.1. – 2021 3.2.2.2. – 2022 3.2.2.3. – 2024	Catalog of employee rights and opportunities arising from employment at the university Amendments to the Employee Benefit Fund Regulations; an upgrade plan for leisure centers Employee Pension Plan, kindergartens for children of employees, doctoral candidates and students, developing a concept for the creation of a retirement home	UB
INTERIM AIM 3.2.3. Increasing the effectiveness and transparency of mechanisms for recruitment, development, appraisal, promotion and remuneration of employees			
<p>Actions:</p> <p>3.2.3.1. Fully implementing the standards of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers</p> <p>3.2.3.2. Adopting and implementing the standards of the San Francisco Declaration on Research Assessment (DORA)</p> <p>3.2.3.3. Optimizing the recruitment, evaluation and promotion processes for non-academic staff</p> <p>3.2.3.4. Optimizing the operations of administrative units responsible for staff-related matters</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-HR, Vice-R, Vice-RP, Ch	3.2.3.1., 3.2.3.2. – 2022 3.2.3.3.-3.2.3.4. Continuous activity	Changing university regulations Partial amendment of relevant regulations	UB
INTERIM AIM 3.2.4. Building an effective system of stabilizing the staff with the highest qualifications			
<p>Actions:</p> <p>3.2.4.1. Improving the university salary and non-salary instruments</p> <p>3.2.4.2. Implementing the university system of support for scientific activity</p>			

3.2.4.3. Intensifying efforts to award employees with orders, decorations and prizes by external organizations and institutions			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-HR, Vice-RP, Ch	Continuous activity	Changes in university regulations Rector's ordinance, amendment to the Financial Management Regulations Increased number of submitted applications for decorations and distinctions	UB
INTERIM AIM 3.2.5. Ensuring a consistent incentive system			
Actions: 3.2.5.1. Analyzing expectations and needs of employees of all groups in the view of broadening knowledge, skills and competence development 3.2.5.2. Developing program of internal training and development courses 3.2.5.3. Supporting employees taking advantage of training offered by external entities 3.2.5.4. Making promotions of academic staff more dependent on achievements in raising qualifications and competencies 3.2.5.5. Making promotions of non-academic staff dependent on achievements in improving qualifications and competencies			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-HR, Ch	3.2.5.1. – 2022 3.2.5.2.-3.2.5.5. Continuous activity	Surveys Systematic increase of the number of trainings and courses offered Amendment to Rector's ordinance; number of employees benefiting from training offer Partial amendment to the Work Regulations; number of employees benefiting from the training offer	UB
INTERIM AIM 3.2.6. Improving instruments for selecting candidates for management positions and for horizontal promotion			
Actions: 3.2.6.1. Improving criteria for selecting candidates for management positions 3.2.6.2. Promoting competitions for management positions			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>

Vice-HR, Ch	3.2.6.1. Continuous activity 3.2.6.2. – 2021	Partial amendment to the Work Regulations	UB
INTERIM AIM 3.2.7. Developing instruments to motivate employees to cooperate with other organizational units of the University as well as with the local and international environment			
Actions: 3.2.7.1. Creating financial and non-financial incentives for taking up internships in domestic and foreign universities, as well as scientific institutions and for engaging with the socio-economic environment 3.2.7.2. Creating mechanisms encouraging employees to obtain funds for the implementation of interdisciplinary projects 3.2.7.3. Developing principles of financing membership fees in international organizations by organizational units and academic teachers			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-HR, Vice-RP, Vice-R	3.2.7.1.-3.2.7.2. Continuous activity 3.2.7.3. – 2021	Increase in the number of interdisciplinary projects Increase in the number of employees taking advantage of internships, increase in mobility Rector's ordinance	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 3.3.

Optimizing the organizational structure to support the quality of research and education

INTERIM AIM 3.3.1. Optimizing the division of competence in the relationship between a School and Faculty in the organization and supervision of the quality of research and education			
Actions: 3.3.1.1. Identifying opportunities for collaboration between Schools and Faculties to enhance the effectiveness of management activities 3.3.1.2. Developing solutions to foster the use of Schools' potential as platforms supporting interdepartmental and interdisciplinary research and teaching initiatives 3.3.1.3. Creating a system to support faculty initiatives across all Schools			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-S, D	2022	Amendments to AMU internal legal acts	UB

INTERIM AIM 3.3.2. Establishing an effective division of responsibilities and tasks in the relationship between one-person authorities/managerial functions vs. collegial bodies

Actions:

3.3.2.1. Strengthening the status of the College of AMU Rectors and Deans with the participation of the Chairperson of the University Council

3.3.2.2. Increasing the effectiveness of advisory bodies at all organizational levels

3.3.2.3. Analysis and evaluation of the regulations governing the organization of elections at AMU

<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
R	3.3.2.1.-3.3.2.3. – 2021	Amendment to the statutes Partial amendment to regulations Report and possible recommendations for changes in the statute	UB

INTERIM AIM 3.3.3. Integrating activities that strengthen the excellence of scientific research; synergy between large programs implemented at AMU

Actions:

3.3.3.1. Reviewing the implemented and planned activities in the University's strategic programs

3.3.3.2. Coordination and synergy of the University's strategic activities with the activities of the main programs conducted at UAM

3.3.3.3. Promoting the University's major programs

<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-Str, Vice-R, Vice-RP	3.3.3.1., 3.3.3.3. Continuous activity 3.3.3.2. – 2021	Periodic report Establishment of a strategy monitoring team Annual plan	UB

INTERIM AIM 3.3.4. Evaluating the effects of implementing a new organizational structure due to the quality of research and teaching

Actions:

3.3.4.1. Analyzing and evaluating the existing solutions for the organization of scientific research and education

3.3.4.2. Systematic monitoring of the effects of the implementation of the University's new organizational structure in terms of the evaluation of disciplines and the effectiveness of organizational units

3.3.4.3. Analyzing research activity and scientific output of the faculties and their organizational units

3.3.4.4. Systematic monitoring of the relationship between the quality of research and the principles of internal distribution of financial resources

3.3.4.5. Building community ties among staff across Faculties

<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-R, Vice-RP, Vice-T	3.3.4.1. – 2021 3.3.4.2.-3.3.4.5. Continuous activity	Annual report and possible conclusions Annual recommendations for adjustments to the organizational structure Annual recommendations for changes in the regulations of financial management Improvement of work culture (results shown in the survey)	UB
INTERIM AIM 3.3.5. Improving the system of intra-university communication			
<p>Actions:</p> <p>3.3.5.1. Making fuller use of the intranet as a tool for intra-university communication</p> <p>3.3.5.2. Developing an effective scientific information system on the intranet</p> <p>3.3.5.3. Launching permanent information services addressed to students and doctoral candidates</p> <p>3.3.5.4. Improving the level of skills in using the intranet and university communicators</p> <p>3.3.5.5. Expanding the communication channels between the central administration and the faculty administration and other organizational units</p> <p>3.3.5.6. Optimizing the structure and operating principles of administration units supporting the promotion and marketing of the University</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-D, Vice-M, Ch	3.3.5.1., 3.3.5.2., 3.3.5.4.-3.3.5.6. – continuous activity 3.3.5.3. – 2022	Intranet development plan to 2030 Monthly service starting in 2022; service at biweekly intervals Annual training program Development plan for the administrative units dealing with promotional activities	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 3.4.

Improving the financial management system for the comprehensive development of the university

INTERIM AIM 3.4.1. Establishing a comprehensive financial management mechanism to ensure planning, execution and follow-up at all levels of management
<p>Actions:</p> <p>3.4.1.1. Assessing financial decentralization, including analysis of the algorithm - coordination procedures, verification of individual budget items</p>

3.4.1.2. Reviewing procedures and document circulation to optimize processes related to planning of financial resources and their allocation			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
R, Pro-F, Ch, B	Annually	New algorithm, amendment to Financial Management Regulations Process map, assignment of responsibility for individual stages of process implementation	UB
INTERIM AIM 3.4.2. Providing the University Council, the Rector's team, and heads of organizational units with consistent and timely management information in the area of finance			
Actions: 3.4.2.1. Developing report templates, pro-quality indicators and building a knowledge database 3.4.2.2. Designing and implementing a reporting platform 3.4.2.3. Continuous advancement in areas of responsibility			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-D, Pro-F, Vice-I, Ch, B	3.4.2.1.-3.4.2.2. – 2022 3.4.2.3. Continuous activity	Analysis of needs, selection and construction of appropriate IT tools Development of periodic training cycle	UB
INTERIM AIM 3.4.3. Developing, implementing and maintaining an effective purchasing and management strategy for physical assets, including research infrastructure			
Actions: 3.4.3.1. Analysis of resources and processes related to purchases 3.4.3.2. Designing and implementing a reporting platform with information about available equipment, consecutive deliveries and other material resources			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-D, Vice-I, Ch	3.4.3.1. continuous activity 3.4.3.2. – 2023	Process map, EOD implementation Selection of IT tools, process map, overview of available equipment, determination of product groups available for consecutive deliveries	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 3.5.

Developing AMU's infrastructure and managing university property in a way that enables effective conduct of scientific research and education

INTERIM AIM 3.5.1. Creating optimal conditions for research and teaching			
Actions: 3.5.1.1. Developing the infrastructure, particularly in the area of information technology 3.5.1.2. Maintaining the AMU infrastructure in a condition that enables its efficient and safe use 3.5.1.3. Identifying infrastructural barriers limiting the ability to conduct research and teaching 3.5.1.4. Providing non-academic staff with opportunities to broaden their qualifications and skills necessary to operate modern equipment by ensuring access to training courses and studies 3.5.1.5. Transforming the AMU infrastructure in accordance with the principles of sustainable development			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-I, Vice-D, Vice-RP, Ch	Continuous activity	Execution of refurbishment works and investments specified by the Rector in the approved plans Annual and long-term renovation and investment plan of AMU Annual training plan Preparing and implementing a renovation and investment plan which factors in green technologies; enhancing the energy efficiency of buildings	
INTERIM AIM 3.5.2. Developing and optimizing the use of research and teaching infrastructure			

<p>Actions:</p> <p>3.5.2.1. Updating the research equipment database</p> <p>3.5.2.2. Creating an IT tool granting employees current access to a digital catalog of research equipment and the possibility to book it</p> <p>3.5.2.3. Optimizing the use of research infrastructure of the AMU units</p> <p>3.5.2.4. Popularizing knowledge on the funding for purchase and exploitation of specialized scientific equipment</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-I, Vice-D, Vice-RP, Ch	3.5.2.1., 3.5.2.3.-3.5.2.4. Continuous activity 3.5.2.2. – 2022	Annual report/updated list Launch of an IT tool Annual report on available infrastructure and its use Number of training modules and information on intranet	
INTERIM AIM 3.5.3. Digital transformation to improve intra-university processes			
<p>Actions:</p> <p>3.5.3.1. Modernizing systems integrated for University management</p> <p>3.5.3.2. Improving University management capabilities and remote operation</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-D, Vice-I, Ch	Continuous activity	Annual report and tasks for implementation Annual report and tasks for implementation	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 3.6.

Increasing the efficiency of management and administration in the process of supporting scientific activity, education and cooperation with the socio-economic environment

INTERIM AIM 3.6.1. Establishing a permanent mechanism for critical analysis of the quality and effectiveness of management processes at various levels of university administration			
Actions: 3.6.1.1. Appointing a team to conduct the audit 3.6.1.2. Conducting the audit periodically 3.6.1.3. Analyzing and following up on audit findings			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
R, Ch	3.6.1.1. – 2021 3.6.1.2., 3.6.1.3. Continuous activity	Appointed audit team Report with implementation recommendations Improvements and procedures implemented	
INTERIM AIM 3.6.2. Expanding and streamlining electronic document workflow (EOD)			
Actions: 3.6.2.1. Improving functionality and implementing new EOD-type IT systems 3.6.2.2. Providing training in use of EOD system			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-D, K	3.6.2.1. – 2022 3.3.2.2. Continuous activity	Implemented IT systems Widespread use of EOD Increase in the number of processes handled electronically Number of conducted trainings	UB
INTERIM AIM 3.6.3. Expanding IT tools to support management of the University, including a management reporting system			
Actions: 3.6.3.1. Expanding and introducing new functionalities of the AMU Database of Knowledge 3.6.3.2. Full implementation of Axapta system 3.6.3.3. Updating the current and introducing new ICT 3.6.3.4. Developing process management principles and tools			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-D, Vice-I, Ch	3.6.3.1., 3.6.3.4. – 2022	New functionalities, data supplementation	UB

	3.6.3.2., 3.6.3.3. Continuous activity	Increased level of integration with university systems Implemented new technologies, principles and tools for process management	
INTERIM AIM 3.6.4. Establishing a system of comprehensive support for students, doctoral candidates and research and teaching staff from abroad (AMU Welcome Center)			
Actions: 3.6.4.1. Creating a university center and local information points for international students, doctoral candidates and teaching staff 3.6.4.2. Preparing English-language versions of documents circulating within the administrative processes of the AMU 3.6.4.3. Supporting the activating and integrating initiatives for international students and doctoral candidates 3.6.4.4. Information and educational campaign about the Polish language and culture			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-IC, Ch	3.6.4.1, 3.6.4.2. – 2023 3.6.4.3., 3.6.4.4. Continuous activity	Establishment of the Welcome Center Preparation of documents Number of information and education initiatives	UB
INTERIM AIM 3.6.5. Optimization of the division of competence of administrative units for effective process management			
Actions: 3.6.5.1. Strengthening and optimizing administrative services 3.6.5.2. Streamlining and improving functionality of public procurement procedures 3.6.5.3. Upgrading the document flow system related to grant projects implementation 3.6.5.4. Optimizing legal service			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
R, Vice-RP, Ch	3.6.5.1., 3.6.5.4. Continuous activity 3.6.5.2., 3.6.5.3. – 2023	Periodic reports Changes in the Rector's ordinance Improved legal services	UB
INTERIM AIM 3.6.6. Implementing new workflow solutions			
Actions: 3.6.6.1. Updating internal regulations allowing the introduction of new forms of work organization 3.6.6.2 Improving the rules of cooperation with external volunteers			

3.6.6.3. Determining the areas of outsourced external cooperation			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-HR, Vice-CR, Ch	3.6.6.1. – 2023 3.6.6.2., 3.6.6.3., Continuous activity	Partial amendment to the regulations Contracts/agreements	UB
INTERIM AIM 3.6.7. Modernizing procedures and administrative mechanisms for establishing and conducting cooperation with the socio-economic environment			
<p>Actions:</p> <p>3.6.7.1. Creating an organizational unit responsible for cooperation with the socio-economic environment and for the social responsibility of the university</p> <p>3.6.7.2. Creating the legal framework and administrative procedures for obtaining commercial sponsors for specific research</p> <p>3.6.7.3. Building a university system for collecting and processing data on the impact of scientific activity on society and economy</p> <p>3.6.7.4. Monitoring initiatives regarding cooperation with the socio-economic environment</p> <p>3.6.7.5. Improving new patterns of external relations through the dissemination of remote forms of contact</p> <p>3.6.7.6. Introducing the aspect of cooperation with the socio-economic environment into the regulations defining the rules for granting awards at AMU</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-BR, Vice-CR, Vice-R, Vice-HR, Ch	3.6.7.1.-3.6.7.3. – 2023 3.6.7.6. – 2021 3.6.7.4.-3.6.7.5. Continuous activity	Creation of an independent administrative unit New internal documents Periodic reports Amendments to the rules of awards	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 3.7.

Supporting the academic community in their personal and professional development

INTERIM AIM 3.7.1. Embedding personal and professional development into the idea of one university-wide academic community
<p>Actions:</p> <p>3.7.1.1. Actions for the integration of the academic community and a sense of employees' participation in determining the future of the University by including representatives of all groups in the management of AMU</p> <p>3.7.1.2. Carrying out activities supporting perception of one's own professional career in the context of employment at AMU while supporting mobility</p> <p>3.7.1.3. Nurturing professional partnerships and developing a greater camaraderie</p>

<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
R, Vice-HR, D, Ch	Continuous activity	Number of representatives of all groups participating in governance processes Number of degrees obtained, including links to mobility; number of people participating in international exchanges Reduction in number and intensity of crisis situations through mediation	UB
INTERIM AIM 3.7.2. Creating additional forms of organizational support for the personal and professional advancement of entry-level employees			
Actions: 3.7.2.1. Supporting new employees in their research, teaching, organizational, and administrative activities at AMU 3.7.2.2. Improving the mentoring/tutoring system offering favorable conditions for professional advancement			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-HR, D, Ch	Continuous activity	Number of trainings, workshops and seminars Annual report and tasks to be implemented	UB
INTERIM AIM 3.7.3 Addressing different forms of discrimination, exclusion and violence, promoting the principles of equal treatment			
Actions: 3.7.3.1. Conducting surveys on equal treatment and anti-discrimination issues 3.7.3.2. Extending the University's anti-discrimination and anti-harassment policy 3.7.3.3. Implementing and promoting the idea of mediation as an effective conflict resolution tool 3.7.3.4. Introducing a system of procedural support, psychological and legal assistance for victims of violence			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
R	Continuous activity	Number of surveys Number of training and support initiatives undertaken Number of active mediation teams Support system for victims of violence introduced	UB

INTERIM AIM 3.7.4. Creating conditions conducive to integration and improving the quality of life of the university community			
Actions:			
3.7.4.1. Preparing the cost-consumption inventory of premises available in the buildings of organizational units of the University			
3.7.4.2. Developing the rules and methods of financing for the use of premises for all employees			
3.7.4.3. Allocating and organizing social common spaces in AMU buildings			
3.7.4.4. Increasing the possibilities of pursuing hobbies and personal interests outside work hours by AMU employees			
3.7.4.5. Extending the offer of cultural events (e.g. concerts, performances, meetings) to AMU employees			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-HR, Ch	Continuous activity	Documentation developed Internal regulations introduced Created social spaces Number of events organized for employees	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 3.8.

Optimization of UAM brand and image management

INTERIM AIM 3.8.1. Development of a strategy for promotion of scientific research and teaching for the purpose of optimization of brand management and image formation of UAM			
Actions:			
3.8.1.1. Identification of the areas of scientific research important in shaping the image of the University			
3.8.1.2. Determining the fields and forms of teaching influencing the image of AMU			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-T, Vice-R, Vice-M	2023	Modification of strategic documents	UB
INTERIM AIM 3.8.2. Strengthening AMU's position nationally and globally			
Actions:			
3.8.2.1. Analyzing the factors determining the image of the university			
3.8.2.2. Monitoring of AMU position in national and world rankings			
3.8.2.3. Defining tasks of organizational units in building the AMU image			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-M, Vice-R, Ch	3.8.2.1., 3.8.2.3. – 2021	Analysis report	UB

	3.8.2.2. Continuous activity	Action plan Rector's ordinance Periodic reports	
INTERIM AIM 3.8.3. Strengthening AMU brand in the socio-economic environment			
Actions:			
3.8.3.1. Developing a system for a precise, periodic identification of goals, directions and means of promotion campaigns			
3.8.3.2. Building and developing a system of data collection for the purposes of presenting the achievements of higher education institutions in their national and world rankings			
3.8.3.3. Expanding the ways of using electronic methods of communication, especially in social media			
3.8.3.4. Developing a multilingual package of promotional activities addressed to international audiences			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-M, Vice-R, Vice-IC	3.8.3.1., 3.8.3.2. – 2023 3.8.3.3., 3.8.3.4. Continuous activity	Development of promotion strategy documents Survey data collection system for university rankings implemented Number of social media communication channels Multilingual packages prepared	UB
INTERIM AIM 3.8.4. Strengthening the image of AMU as a flagship higher education institution of Poznań and Wielkopolska Region			
Actions:			
3.8.4.1. Widening the areas of AMU's cooperation with members of parliament from Wielkopolska region and representatives of regional and local public authorities			
3.8.4.2. Creating interaction opportunities for AMU with organizations and institutions from Poznań and Wielkopolska			
3.8.4.3. Organizing events with the participation of the inhabitants of Poznań and the region			
3.8.4.4. Preparing for the celebration of the 110th anniversary of the University of Poznań			
3.8.4.5. Celebrating the 110th anniversary of the University of Poznań			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-CR, Vice-M, Ch	3.8.4.1.-3.8.4.4. Continuous activity 3.8.4.5. – May 7th, 2029	Annual meetings of AMU authorities with members of parliament from Wielkopolska region and representatives of regional and local public authorities	UB

		<p>Program of events for the period until 2030; cooperation agreement with the City of Poznań regarding joint organization of selected events</p> <p>Agreement between AMU, PUMS, PULS, and PUPE on cooperation in preparing the celebrations of the 110th anniversary of the University of Poznań, appointment of an Anniversary Workgroup, adopting a schedule of events</p> <p>Implementation of events scheduled for the celebration of the 110th anniversary of the University of Poznań</p>	
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STRATEGIC GOAL 4

ACTION PLAN FOR OPERATIONAL OBJECTIVE 4.1.

The University committed to implementing the principles of social responsibility in science, education, international cooperation and the pursuit of sustainable development

INTERIM AIM 4.1.1. Popularizing and implementing the principles of CSR in the Higher Education Declaration			
<p>Actions:</p> <p>4.1.1.1. Promoting the ideals of equality, diversity, human rights protection and standards within the entire academic community and its environment</p> <p>4.1.1.2. Implementing projects promoting the principles of social responsibility which in particular concern the following: diversity management in the workplace, corporate volunteering, cross-sectoral cooperation, protecting ethical values, socially engaged marketing</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-CR	Continuous activity	Survey results Number of projects	UB
INTERIM AIM 4.1.2. Supporting the implementation of the Sustainable Development Goals			
<p>Actions:</p> <p>4.1.2.1. Promoting the awareness of the Sustainable Development Goals with a focus on climate change, cross-cultural understanding, tolerance, mutual respect and the ethics of global citizenship, shared responsibility, as well as stressing the importance of biotic and cultural diversity</p> <p>4.1.2.2. Cooperating with the national and international scientific community, the academic community and socio-economic environment in order to exchange experiences and work out common solutions towards sustainable development</p> <p>4.1.2.3. Offering university-wide courses focusing on the Sustainable Development Goals, climate and environmental crises</p> <p>4.1.2.4. Developing a program directing AMU's activities towards minimizing negative impact on the natural environment and climate in all aspects</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-SDG, Ch	4.1.2.1.-4.1.2.3. Continuous activity 4.1.2.4. – 2022	Number of conferences, seminars, courses Modernization program Number of completed projects included in the program	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 4.2.

AMU involved in developing social participation, sharing knowledge and skills with civil society, shaping attitudes that foster community building and encourage creativity, openness, social responsibility and sensitivity

INTERIM AIM 4.2.1 Supporting the implementation of Open Science and Citizen Science			
Actions: 4.2.1.1. Cooperating with institutions implementing the ideas of Open Science 4.2.1.2. Increasing the number of research projects compliant with the principles of Citizen Science 4.2.1.3. Supporting the development of open educational resources and sharing them			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-R, Vice-CR	Continuous activity	Number of institutions and common initiatives Number of research projects based on the Citizen Science principles Volume of shared resources	UB
INTERIM AIM 4.2.2. Using the knowledge and experience of AMU staff in activities aimed at strengthening civil society and its institutions			
Actions: 4.2.2.1. Promoting civic education and participatory attitudes through organizing seminars and trainings 4.2.2.2. Providing consultations and legal advice for citizens and NGOs 4.2.2.3. Promoting voluntary work and/or other forms of civic engagement 4.2.2.4. Cooperating with NGOs			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
R, Pro-OS, Vice-CR, Ch	Continuous activity	Number of events and participants Number of volunteers engaged in initiatives organized Number of common initiatives	UB
INTERIM AIM 4.2.3. Fostering equality and non-discrimination			
Actions: 4.2.3.1. Cooperating with public authorities, public and non-public institutions to prevent discrimination 4.2.3.2. Organizing seminars, workshops, trainings and public debates focusing on non-discrimination and anti-violence issues			

4.2.3.3. Promoting the idea of inclusive education and offering support to students and staff with disabilities			
4.2.3.4. Promoting the concept of accessibility to facilities, services and environment for people with varying degrees of disability			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
R, Vice-CR	Continuous activity	Number of surveys and participants Number of events and participants Number of common initiatives Number of facilities and forms of support	UB
INTERIM AIM 4.2.4. Cooperating with the University's environment to build community relations, promote civic engagement and prosocial behavior			
Actions:			
4.2.4.1. Activities aimed at building academic community in Poznań			
4.2.4.2. Organizing seminars, workshops, trainings and public debates focusing on promoting the ideals of openness and social sensitivity			
4.2.4.3. Developing communication channels for the promotion of civic engagement and prosocial behavior as well as encouraging AMU representatives' involvement in this area			
4.2.4.4. University debates			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
R, Vice-M, Vice-CR	Continuous activity	Number of joint study programs Number of meetings held as part of Poznań Assembly of Rectors, Poznań Scientific Libraries Foundation, etc. Number of events and participants Indicators of media coverage of promotional activities, publication rates	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 4.3.

AMU involved in cooperation with its social environment, including local and central government, in the field of science, culture, art, sports and recreation

INTERIM AIM 4.3.1. Cooperating with local government, the local branch of central government, public institutions and NGOs
Actions:

4.3.1.1. Expanding cooperation with municipal and regional authorities and the local branch of central government to encourage residents' participation in various initiatives in the field of science, culture, art, sports and recreation			
4.3.1.2. Expanding cooperation with the City of Poznań as part of the Academic Poznań program			
4.3.1.3. Organizing the initiative Poznań Literary Award in cooperation with the authorities of Poznań			
4.3.1.4. Cooperating with local and central administration in applying for European funds, including investment projects			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
R, Vice-CR, Vice-R, Ch	Continuous activity	Number of events and participants Indicators of media coverage of promotional activities, publication rates Number of projects	UB
INTERIM AIM 4.3.2. Cooperating with local government and the local branch of central government, as well as with public institutions and NGOs in the field of promoting democracy and participatory attitudes			
Actions:			
4.3.2.1. Organizing meetings and debates with representatives of local government authorities and representatives of local branch of central government			
4.3.2.2. Ensuring participation of AMU representatives in the processes of devising local and regional development strategies			
4.3.2.3. Using AMU communication channels with the social environment to promote democracy and participatory attitudes			
4.3.2.4. Sharing information about AMU's collaboration with external stakeholders			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
R, Vice-M, Ch	Continuous activity	Number of events and participants Number of AMU representatives on strategy development committees Indicators of media coverage of promotional activities, publication rates	UB
INTERIM AIM 4.3.3. Cooperating with the social environment in the field of culture and art			
Actions:			
4.3.3.1. Analyzing and monitoring the external environment's demand for cooperation with AMU			
4.3.3.2. Joint initiatives intended to preserve the tradition and historical memory of Poznań and Wielkopolska Region; protecting memorial sites, as well as tangible and intangible heritage assets			
4.3.3.3. Presence of AMU representatives on committees of institutions granting awards in the field of culture and art			
4.3.3.4. Joint organization of cultural events, including festivals, exhibitions, concerts, literary meetings			
4.3.3.5. Using the AMU Aula, Lubrański Hall, Collegium Maius, and other AMU facilities for promoting culture and art			

4.3.3.6. Promoting the AMU Morasko Campus as a main venue for popular science events, as well as outdoor, sports, recreational, cultural and social events			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-CR, Vice-M, Vice-R	Continuous activity	Surveys and annual reports Number of initiatives and projects Number of representatives Number of events and participants	UB
INTERIM AIM 4.3.4. Promoting physical culture, recreation and a healthy lifestyle			
Actions:			
4.3.4.1. Organizing academic sports events at AMU facilities			
4.3.4.2. Organizing sports and recreational events for the residents of Poznań and Wielkopolska Region, especially for children and youth			
4.3.4.3. Promoting a healthy lifestyle through physical culture and proper diet			
4.3.4.4. Promoting regional tourism, including inclusive tourism, in collaboration with other higher education institutions and local tourism organizations			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Pro-OS	Continuous activity	Number of events and participants	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 4.4.

AMU as an open university establishing relations with its economic environment and planning joint projects in the field of commerce, research and development, and education

INTERIM AIM 4.4.1. Transferring knowledge to business, commercializing research results, cooperating with the business sector			
Actions:			
4.4.1.1. Updating the strategy and the scope of actions taken by AMU units responsible for transferring knowledge to business			
4.4.1.2. Increasing the activities of AMU Business Relations Council and coordinating its actions with those of faculty Councils of Employers			
4.4.1.3. Mapping the possibilities for AMU's participation in actions involving National and Regional SMART Specializations			
4.4.1.4. Developing a strategy for AMU to communicate with entrepreneurs through social media			
4.4.1.5. Increasing the promotion of R&D project opportunities among employees and the business environment			
4.4.1.6. Supporting entrepreneurs in implementing the concept of corporate social responsibility			
4.4.1.7. Cooperating with employers and establishing employment communications, providing job opportunities			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>

Vice-BR	4.4.1.1., 4.4.1.4.-4.4.1.5. – 2021 4.4.1.2. Continuous activity 4.4.1.3., 4.4.1.6. – 2022	4.4.1.1., 4.4.1.4., 4.4.1.6. – Program/strategy 4.4.1.2., 4.4.1.3. – report 4.4.1.5. – preparing an offer, range indicators, number of conferences/workshops, trainings, consultations, number of entries to the AMU website/list of promotional activities, number of partner companies	UB
INTERIM AIM 4.4.2. Supporting academic entrepreneurship			
<p>Actions:</p> <p>4.4.2.1. Promoting and shaping entrepreneurial attitudes and informing AMU staff about the possibilities of cooperation with business</p> <p>4.4.2.2. Transferring competencies from business to the University, particularly in the field of work organization, management and leadership</p> <p>4.4.2.3. Introducing tools which facilitate conducting research relevant to economy</p> <p>4.4.2.4. Expanding the program of student practice and internships as a joint venture with the business environment</p> <p>4.4.2.5. Promoting Industrial Doctoral Programs</p> <p>4.4.2.6. Supporting students and doctoral candidates in career planning, developing their core business competencies, and running their own businesses</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-BR, Vice-HR, Vice-SA, Vice-DS	4.4.2.1.-4.4.2.3. Continuous activity 4.4.2.4. – 2022 developing guidelines and continuous activity at a later stage 4.4.2.5. – 2022	Number of projects Reports Number of students in practice/internship programs, number of completed student practice/internships Number of students enrolled in Industrial Doctoral Programs	UB
INTERIM AIM 4.4.3. Integrating with the socio-economic environment and strengthening cooperation with external partners			
<p>Actions:</p> <p>4.4.3.1. Mobilizing Councils of Employees, alumni associations and other institutions connecting the University with the socio-economic environment</p> <p>4.4.3.2. Mobilizing external partners to collaborate with research staff and engage in research funding</p> <p>4.4.3.3. Promoting collaborative projects involving students, doctoral candidates, AMU staff, and alumni</p> <p>4.4.3.4. Diploma projects commissioned by external partners</p>			

<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-BR, Vice-SA, Vice-DS	Continuous activity	Meeting schedule, number of joint projects (including R&D projects) Number and value of projects Number of projects commissioned by external partners	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 4.5.

AMU as a university involved in cooperation with the Polish educational system in the areas of formal and non-formal education and education projects

INTERIM AIM 4.5.1. Increasing cooperation with schools and other educational institutions			
<p>Actions:</p> <p>4.5.1.1. Developing various forms of cooperation with schools and teachers together with local governments, school superintendents, teacher training centers</p> <p>4.5.1.2. Organizing subject olympiads at the regional level as well as the finals of subject olympiads</p> <p>4.5.1.3. Partnership with secondary schools</p> <p>4.5.1.4. Developing channels of communication with schools</p> <p>4.5.1.5. Participating in joint educational projects with schools and other educational institutions</p> <p>4.5.1.6. Establishing cooperation with schools outside Poland</p> <p>4.5.1.7. Enhancing international cooperation in the area of textbook development</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-CR, Vice-SA, Vice-DS, Vice-IC	Continuous activity	Number of initiatives and participants Number of olympiads Number of Polish and foreign partners Number of textbooks	UB
INTERIM AIM 4.5.2. Strengthening cooperation with secondary schools toward attracting the best university candidates			
<p>Actions:</p> <p>4.5.2.1. Diversifying forms of cooperation with secondary schools</p> <p>4.5.2.2. Developing a campaign promoting the educational offer</p>			

4.5.2.3. Providing academic mentorship to top students and involving them in student scientific work			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-SA, Vice-CR, Vice-M	Continuous activity	Actions taken, number of participants Campaign reach indicators Number of secondary school students under the University's mentorship	UB
INTERIM AIM 4.5.3. Improving the offer of the initial and in-service teacher training			
<p>Actions:</p> <p>4.5.3.1. Developing teacher training programs</p> <p>4.5.3.2. Developing programs focused on educating specialists relevant to the functioning of various social groups and the economy</p> <p>4.5.3.3. Strengthening the position and role of research units/departments/chairs of specific didactics across faculties</p> <p>4.5.3.4. Improving the offer of trainings and other forms of professional development for teachers</p> <p>4.5.3.5. The project AMU for the Best [UAM dla Najlepszych]</p> <p>4.5.3.6. Developing channels of communication with teachers</p> <p>4.5.3.7. Cooperating with partner schools in the region towards creating in-house designed study programs for secondary schools – engaging teachers in teamwork</p> <p>4.5.3.8. Expanding the teaching practice program together with AMU partner schools</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-T, Vice-M	Continuous activity 4.5.3.3. – 2022	Number of programs, number of candidates Devising a strategy, number of trainings, number of participants Number of participants The reach of promotional campaigns Number of teachers engaged Number of participants involved in teaching practice programs	UB
INTERIM AIM 4.5.4. Expanding and improving the informal and non-formal education offer			
<p>Actions:</p> <p>4.5.4.1. Organizing Arts and Science Festival and Researchers' Night in Poznań</p> <p>4.5.4.2. Continuing the program Colorful University [Kolorowy Uniwersytet] and cooperating with the Imagination Lab [Laboratorium Wyobraźni]</p>			

4.5.4.3. Strengthening the role and position of the Open University in lifelong learning			
4.5.4.4. Further expansion of the University of the Third Age in Poznań and in the region			
4.5.4.5. Coordinating various forms of lifelong learning			
4.5.4.6. Continuing other educational initiatives, such as Lectures at ZAMEK Culture Center [Wykłady na Zamku] and open lectures			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-T, Vice-M, Vice-CR,	Continuous activity	Number of events and participants, number of courses, number of educational initiatives	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 4.6.

Fostering long-lasting relationships with the University graduates

INTERIM AIM 4.6.1. Tracking graduates' career paths			
Actions:			
4.6.1.1. Monitoring and carrying out analyses based on data provided by the Social Insurance Institution (ZUS)			
4.6.1.2. Creating a database of AMU graduates in the form of a digital platform			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-Ch, Vice-D	Continuous activity	Reports about the situation of graduates on the labor market Database of graduates	UB
INTERIM AIM 4.6.2. Maintaining contact with graduates			
Actions:			
4.6.2.1. Providing institutional support to maintain contact with graduates and AMU graduate associations			
4.6.2.2. Drafting the charter of AMU graduate's rights and responsibilities			
4.6.2.3. Engaging AMU graduates in various organizations and events at the University			
4.6.2.4. Supporting initiatives of AMU graduates			
4.6.2.5. Creating tools allowing for a continued identification of graduates with the University			
4.6.2.6. Enabling AMU graduates to create and strengthen bonds among each other			
4.6.2.7. Motivating graduates to promote a positive image of the University and its achievements			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
Vice-Ch, Vice-M	Continuous activity	Creating a graduate student office	UB

		<p>The AMU graduate charter</p> <p>Number of graduates in organizations and events at the University</p> <p>Number of graduates' initiatives supported by AMU</p> <p>Profiles/presence on key social media platforms; newsletter for graduates</p> <p>Appointing the Council of AMU Graduate Associations; Schedule of annual graduate meetings and reunions</p> <p>Awarding the <i>Alumno bene merenti</i> medal to more graduates; Lectures/workshops for senior students; Meetings with the representative of AMU Graduate Associations</p>	
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ACTION PLAN FOR OPERATIONAL OBJECTIVE 4.7.

Enhancing AMU's cooperation with other higher education institutions in Poznań

INTERIM AIM 4.7.1. Enhancing cooperation with public higher education institutions in Poznań			
Actions:			
4.7.1.1. Determining the factors conditioning effective cooperation between public higher education institutions in Poznań			
4.7.1.2. Defining the tasks aimed at strengthening cooperation between public higher education institutions in Poznań			
4.7.1.3. Continuing and developing cooperation within Poznań Assembly of Rectors			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
R, Vice-R	4.7.1.1. – 2021 4.7.1.2. – 2022 4.7.1.3. Continuous activity	Study report Action plan and implementation schedule Number of meetings and list of initiatives	UB
INTERIM AIM 4.7.2. Expanding efforts aimed at creating a federation of public higher education institutions in Poznań			
Actions:			
4.7.2.1. Assessing risks and benefits of joining a federation of public higher education institutions in Poznań			

4.7.2.2. Analyzing the consequences of joint evaluation of scientific disciplines taught at public higher education institutions in Poznań			
4.7.2.3. Providing legal basis for creating a federation of public higher education institutions in Poznań			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
R, Vice-R, Vice-Str	4.7.2.1. – 2022 4.7.2.2. – 2023 4.7.2.3. – 2024	Study report Report with recommendations Team representing the higher education institutions concerned Draft of legal changes	UB
INTERIM AIM 4.7.3. Supporting the integration of Poznań academic community			
<p>Actions:</p> <p>4.7.3.1. Drawing up principles of collaboration for various initiatives and projects</p> <p>4.7.3.2. Cooperation within the consortium of higher education institutions in Poznań</p> <p>4.7.3.3. Enhancing the appeal of Poznań Arts and Science Festival more attractive and increasing the number of participants</p> <p>4.7.3.4. Supporting cultural and social events that encourage the integration of academic youth</p> <p>4.7.3.5. Integrating the academic community of Poznań through sports initiatives</p> <p>4.7.3.6. Developing the organizational framework of an interdisciplinary think tank and/or research consortium for the future development of the city, region and country</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/result</i>	<i>Possible source of funding</i>
R, Vice-M, Vice-R, Vice-RP, Vice-T	Continuous activity	Number of initiatives Annual programs of Poznań Arts and Science Festival and strategies for increasing the number of participants Finalizing an agreement with the organizer of the Juwenalia student festival and other events Implementing the agreement concerning the strengthening of the cooperation with the University Sports Association AZS New unit	UB

ACTION PLAN FOR OPERATIONAL OBJECTIVE 4.8.

AMU as a university engaged in promoting research, artistic activity, educational offer, brand recognition and its international visibility

INTERIM AIM 4.8.1. Disseminating AMU staff's research results in Poland and abroad			
<p>Actions:</p> <p>4.8.1.1. Creating a unit supporting the promotion of scientific achievements, especially in the socio-economic environment</p> <p>4.8.1.2. Implementing a system of incentives which supports the use of platforms increasing the visibility of scientific achievements and the recognition and international collaboration of researchers</p> <p>4.8.1.3. Promoting AMU as a research university and a European university</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/Result</i>	<i>Possible source of funding</i>
Vice-M, Vice-R, Vice-IC, Vice-RP	4.8.1.1. – 2022 Continuous activity	Reports/New unit Number of trainings, new profiles Brand recognition survey	UB
INTERIM AIM 4.8.2. Popularizing AMU staff's research results			
<p>Actions:</p> <p>4.8.2.1. Developing a system for obtaining information on outstanding scientific achievements and a system of incentives for AMU staff to engage them in promotional activity</p> <p>4.8.2.2. Using AMU communication channels with the social environment to popularize various scientific disciplines and increase the knowledge of external stakeholders</p> <p>4.8.2.3. Increasing the public visibility and recognizability of AMU staff</p> <p>4.8.2.4. Organization of events popularizing science, such as Poznań Arts and Science Festival, Researchers' Night, Colorful University, the Imagination Lab</p>			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/Result</i>	<i>Possible source of funding</i>
Vice-M, P Vice-RP, Vice-R, Vice-CR, D	Continuous activity	Increase in the number of staff involved in promotional activities, increase in the number of records in the expert database, number of publications with their potential reach Number of events, publications, ranges. Strengthening the socio-cultural significance of AMU in the local and regional environment	UB

		Publications, ranges, number of interviews/consultations/media publications Number of events and participants	
INTERIM AIM 4.8.3. Promoting AMU's educational offer			
Actions: 4.8.3.1. Recruitment campaigns 4.8.3.2. Promoting AMU's educational offer as part of cooperation with schools			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/Result</i>	<i>Possible source of funding</i>
Vice-M, Vice-T, D	Continuous activity	Social media reach, number of open days' attendees, number of AMU visitors at education fairs Social media reach, number of agreements with schools, number of participants	UB
INTERIM AIM 4.8.4. Optimizing AMU's marketing strategy			
Actions: 4.8.4.1. Developing a promotion strategy for AMU in Poland and abroad 4.8.4.2. Adapting the Visual Identification System to match current challenges and needs 4.8.4.3. Increasing AMU's presence in Polish and English-language social media 4.8.4.4. Increasing interest in the presentation of AMU's educational offer and scientific achievements in Poland and abroad			
<i>Responsibility</i>	<i>Deadline</i>	<i>Indicator/Result</i>	<i>Possible source of funding</i>
Vice-M, Vice-IC	4.8.4.1.-4.8.4.2. – 2022 Continuous activity	Promotional strategy until 2030. Implementation of the modernized Visual Identification System Increase in the number of followers of individual profiles Increased presence at national and international education fairs, exhibitions and other events	UB

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