

Development Strategy for the Poznań University of Life Sciences

2022
2027



UNIwersytet
PRZYRODNICZY
W POZNAŃU

Foreward

Ladies and Gentlemen,

This Development Strategy
*is the most important document defining
the vision and the development plan
of the Poznań University of Life Sciences.*



As the University community we devote our purposeful and concerted efforts to successfully attain all aspects of our mission: through research, academic teaching as well as our impact on the social and economic reality on the regional and national scale, including also international relations. We intend to cultivate and promote our values thanks to the outstanding potential of the PULS staff, our achievements, heritage and traditions. We are determined to tackle challenges of our times – to be a leader in inventions and innovations.

Operating in a demanding, rapidly changing environment, facing public obligations and international competition we need to select an optimal path to realise our dreams and ambitions. For this reason when developing this Strategy we are making decisions determining what we intend to attain, what the principal areas of our activity are going to be and what specific initiatives we will undertake to purposefully and effectively realise these ambitious plans.

At the moment the period covered by the Development Strategy PULS developed for the years 2016–2022 is coming to an end. Many of the assumed goals have been achieved. These aims include, among other things, financial decentralisation within the individual faculties, initiation of new investment projects related to our infrastructure or enhanced effectiveness in the acquisition of funds for research from both Polish and foreign sources. Other objectives, such as e.g. strengthening the involvement of the social and business environment in the development of the education offer, or reducing the impact of bureaucratic barriers on scientific and teaching activity continue to be of importance, while others needs to be thoroughly revised to meet the current requirements and conditions faced by our University.

Important guidelines for the development of this PULS Development Strategy include systemic changes in science and higher

education in Poland resulting from the currently binding Act Law on Higher Education and Science of 20 July 2018, the new Statute of the Poznań University of Life Sciences passed by the PULS Senate on 26 June 2019 along with its amendments introduced on 6 April 2021, as well as the directions of development for our University outlined in his election platform by His Magnificence Rector, consequently supported and accepted by the PULS community, winning him this position for the current term. This strategy reflects also regional conditions, as manifested e.g. in the Development Strategy for the Wielkopolskie province or the Regional Innovation Strategy.

This Strategy along with the accompanying documents has been developed based on an in-depth and comprehensive diagnosis, identifying key strengths and weaknesses of our University, as well as the opportunities and threats we are facing. Next we have developed a long-term vision for development, providing more insight into what our University should be and how it should function in 2027. By referring this vision to the outcomes of the above-mentioned diagnosis we have been able to develop primary strategic assumptions (as necessary pre-conditions for the University's success) and consequently formulate six strategic objectives based on these assumptions.

In order to realise the vision as well as strengthen the position of our University it will be crucial to make the most of such external opportunities as the rapid development of sectors of the national economy and technologies related to agriculture, forestry and agri-food processing, climate change, eco-friendly and health-promoting trends or the increasing demand for professional, well-educated specialist work force. At the same time, a necessary pre-condition which needs to be met when striving to make the most of these opportunities is to continue our efforts to eliminate our internal barriers, e.g. in the human resources policy, systems and tools improving the quality of our administration, or enhancing efficiency of communication as well as implementing a friendly and professional institutional culture at our University.

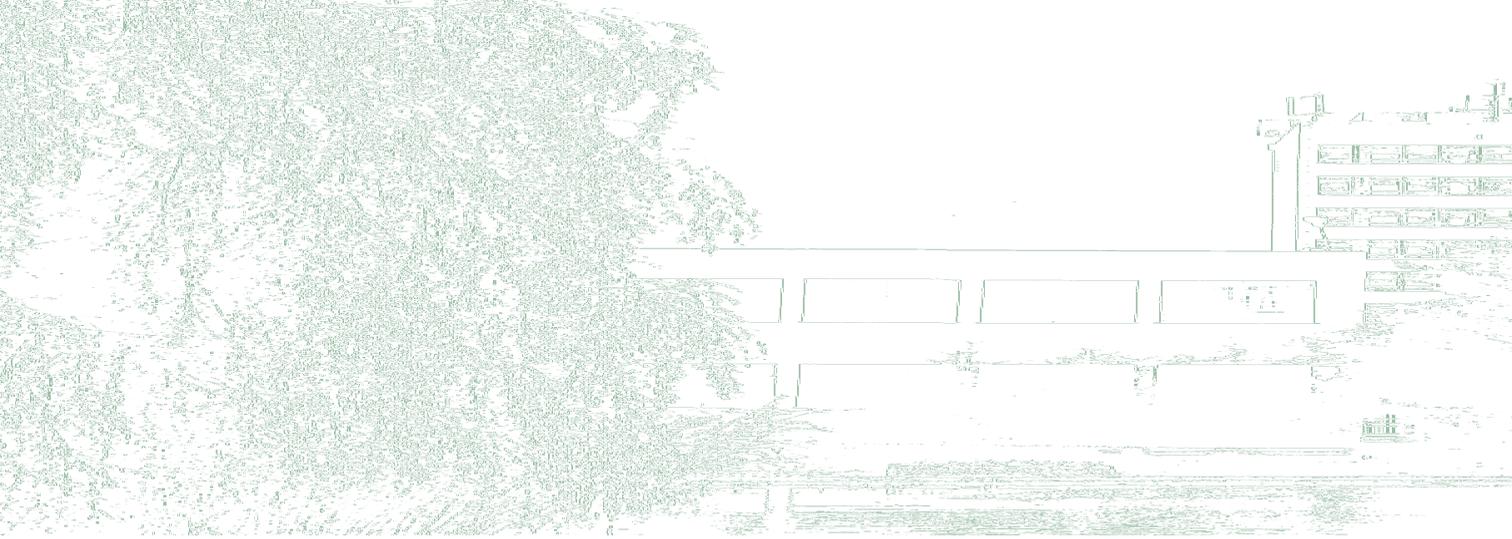
This Development Strategy has been prepared by the team for the Development Strategy appointed by His Magnificence PULS Rector. Our team comprises individuals representing key groups of the University stakeholders, including representatives of academic teachers, support staff, representatives of students and PhD students as well as The Rector's College. Work of this strategy has also been supported by four task teams assigned to specific areas (science, education, relations with the environment, and human resources and organisation). When appointing these teams the guiding principle was to ensure the widest possible representation

of stakeholders with diverse needs and opinions. The resulting draft of the document was next presented to the University community in the course of the consultation process to gather relevant observations and proposals. Following a thorough analysis and consideration how these proposals may promote the execution of the vision and strategic assumptions, pertinent suggestions were included into the document. Others were treated with due respect as valuable guidelines for the implementation of this Strategy. In this manner the Development Strategy for the Poznań University of Life Sciences for the period of 2022–2027 was specified as given below. The Strategy was passed by the PULS Senate on 28 September 2022. On behalf of His Magnificence PULS Rector we would like to thank all the people, who have contributed to the preparation of this document.

The Strategy of the Poznań University of Life Sciences for the years 2022–2027 was designed to serve as guidelines for all active members of our University community – decision-makers, academic leaders as well as external partners. For this reason strategic obligations and adequately selected key actions have been clearly presented, while this document will also be supplemented with detailed implementation plans for individual initiatives. We would like to stress here that such terms as “employee”, “student” or “PhD student” refer to all employees, students and PhD students, both female and male – considering all of them as equal members of our University community.

We are convinced that this Development Strategy, being a comprehensive action plan, will promote integration of our University community aiming at the accomplishment of our most important goals and clearly defined tasks – together we will attain what we are striving for!

Team for the Development Strategy headed by the PULS Rector



Team
for Development Strategy

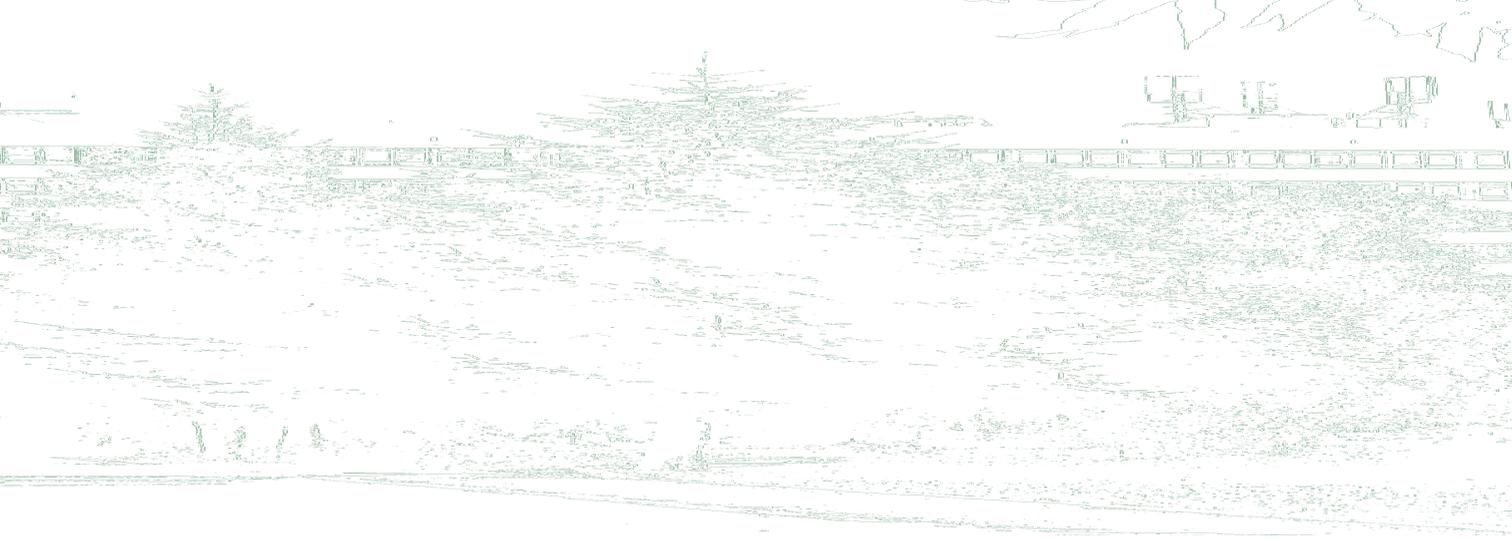
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Map of the Development Strategy for the Poznań University of Life Sciences 2022-2027

Vision 2027 – abridged version

The Poznań University of Life Sciences is a leading Polish scientific and academic centre in the field of life sciences and agricultural and forestry sciences as well as related disciplines, well-established and highly valued in Central and Eastern Europe.

The University is a multi-disciplinary source of innovation, expert knowledge and solutions presenting a high implementation potential. It is a key scientific partner for business in agriculture, forestry, the agri-food industry, branches related to the quality of life and ecology, promoting sustainable social development, nature conservation and health-promoting nutrition.

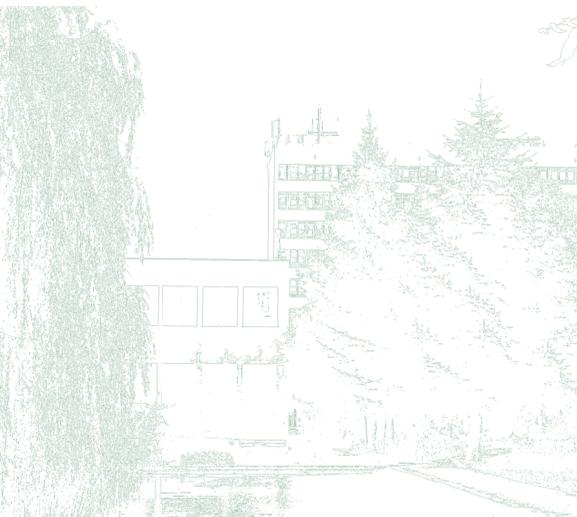
The academic staff actively identify research areas and join teams of specialists, frequently integrating various scientific disciplines as well as Polish and international research communities. Thanks to our scientific accomplishments, an extensive education offer, including also English language studies, as well as a friendly, inclusive culture of our University studies and research at PULS are attractive for foreigners.

Students, PhD students and participants may use tools of personalised and adaptive learning, assistive technologies supporting the education process as well as modern University facilities. The teaching offer is continuously updated and adapted to the dynamic changes in the environment and needs of our external partners.

The University implements the pro-development HR policy based on transparent criteria in the appraisal of quality and work outcomes within development paths for scientific, teaching and administrative staff.

Researchers are professionally supported by the administrative staff in the realisation of projects and acquisition of external funding. Administrative procedures are simple and transparent, while communication processes within the University are efficient thanks to the digitisation of the document flow and other advanced IT solutions.

The University actively supports integration of all members of our University community and cooperation with the local, national and international academic community.



Strategic objectives

Strategic objective 1

Attaining a high level of recognisability and attractiveness of PULS among key groups of stakeholders thanks to the development and implementation of a unique proposal of values and the promotion strategy for the University

Strategic objective 2

Utilisation of the PULS potential through management based on reliable diagnoses and mechanisms to improve respective actions

Strategic objective 3

Ensuring the highest standard and meeting the requirements of stakeholders from the social and business environment as a scientific, counselling and extension partner, as well as a partner in R&D implementation projects, a centre educating specialists and a valuable partner involved in public initiatives

Strategic objective 4

Strengthening international cooperation and increasing the participation and involvement of foreign students, PhD students and scientists in the PULS life through language assistance, cultural inclusion as well as an attractive education and research offer

Strategic objective 5

Assurance of excellent work quality of the University staff thanks to the implementation of a comprehensive HR policy, comprising development paths for scientific, teaching and administrative staff

Strategic objective 6

Creation of a model and culture for administrative support ensuring that PULS is a friendly, professional institution based on the most advanced management technologies

Operational objectives

- 1.1. Development of strong relations with public administration and local communities in the dissemination of knowledge and key PULS values
- 1.2. Establishment and maintenance of permanent relations with PULS graduates through an active alumni programme
- 1.3. Development and implementation of the PULS Promotion Strategy

- 2.1. Establishment and implementation of a knowledge and information management system
 - 2.2. Implementation of tools and procedures of professional research management
 - 2.3. Verification and improvement of the teaching process management system
 - 2.4. Further development of campus infrastructure and experimental stations
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- 3.1. Adaptation of the PULS research offer to the needs of the business and social environment
 - 3.2. Adaptation of the higher education offer to the needs of the labour market and social development
 - 3.3. Preparation of a modern education offer concerning postgraduate education, courses and training programmes as well as sports activity
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- 4.1. Enhancing the international teaching and research offer of PULS
 - 4.2. Implementation of a support system for international students, participants and PhD students promoting their intercultural adaptation to the PULS community
 - 4.3. Implementation of a mobility support system for visiting foreign staff and outgoing PULS academic staff
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- 5.1. Assurance of effectiveness of the implemented HR policy concerning scientific and teaching development paths
 - 5.2. Assurance of effectiveness of the implemented HR policy concerning the administrative development path
 - 5.3. Implementation of changes in the PULS institutional culture aiming at fostering relations with stakeholders
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- 6.1. Introduction of good practices in terms of professional administration management in the PULS institutional culture
- 6.2. Implementation of advanced tools and ICT platforms supporting PULS management
- 6.3. Assurance of digital support integration into PULS management

Mission of the Poznań University of Life Sciences

*We improve the quality of life through understanding
and fostering harmonious relations between human
activity and the natural environment*

Through our high quality scientific and teaching activity we promote principles of sustainable development and we are a source of valuable ideas, state-of-the-art innovations and practical solutions. We are committed to provide transfer of knowledge, educate high quality professionals and stimulate development of enterprises.

In our actions we are guided by the sense of commitment to global responsibility for the methods and consequences of human activity in relation to the natural world. In relation to the local community, our region and country we intend to provide guidance enhancing the understanding of life phenomena and an appropriate economic development, acting as a centre for breakthrough and applicable research, as well as an independent point of reference for various evaluations and decisions.

Our University fosters free exchange of ideas and opinions based on knowledge and science. We value diversity of experiences and support unrestrained international relations. We do not refrain from asking questions and questioning the status quo – search for the truth about life is the essence of our activity.

The Poznań University of Life Sciences is a community of individuals based on openness, commitment, mutual respect and trust, appreciating both individual talents and team accomplishments. We undertake to serve a responsible public role educating independent, enterprising, honest and socially-committed individuals, who will contribute both universal and local values to the economy and the society.

Cherishing our past and traditions we are proud to shape the future, providing hopeful prospects for the generations to come.



Our heritage

The present-day Poznań University of Life Sciences has inherited and further continues the over 100-year old academic traditions of agricultural and forestry studies

In 1870 thanks to the efforts of Count August Cieszkowski, a Polish philosopher, patriot and social activist, an outstanding citizen of the Wielkopolska region and a true European, the Halina School of Agriculture was established in Żabikowo near Poznań, at that time being the only college in Polish territories under the Prussian rule. Thanks to the use of the Polish language as the language of instruction that school became an important centre of Polish culture and patriotic spirit. Regaining of our national independence in 1918 and the victorious Wielkopolska Uprising led to the establishment of Wszechnica Piastowska [University of the Piasts] in 1919, which was renamed the Poznań University in April 1920. One of the first faculties of this newly founded university was the Faculty of Agriculture and Forestry, which exerted a considerable impact on the development of agriculture in the Wielkopolska region. In 1951 based on this faculty an autonomous Higher School of Agriculture was founded in Poznań. From 1972 it was renamed the Agricultural University of Poznań, from 1996 – the August Cieszkowski Agricultural University of Poznań, while since 2008 we have been known as the Poznan University of Life Sciences.

The heritage of the Poznań University of Life Sciences comprises the highly valued research and teaching activity following the Wielkopolska ethos, well-established and continuously developed methodology, as well as renowned masters of science, mentors, outstanding personalities, pioneers of new scientific schools and excellent teachers. “Invaluable contributions to the organisation of the Faculty of Agriculture and Forestry are accredited to Professors Heliodor Świącicki, Bronisław Niklewski and Józef Rivoli, a former lecturer of the School of Agriculture in Żabikowo. August Cieszkowski, the son of the Żabikowo school founder, following the wish of his father and continuing the family tradition donated the family estate in Żabikowo to the Faculty of Agriculture and Forestry. This generous donation helped the established foundation purchase around a dozen villas in the Sołacz district of Poznań, renovate the manor house of the Gołęcin manor farm as well as erect a new building, later named the Cieszkowski College [Kolegium Cieszkowskich]. All of these facilities are still used by the University”^{*}.

^{*} *Uniwersytet Przyrodniczy w Poznaniu. Historia i luminarze nauki*, ed. Monika Kozłowska, Wyd. Nauk. UAM, Poznań 2019.

University today

*In 2022 the Poznań University of Life Sciences
is a leading university of life sciences in Poland*

The University comprises six faculties (the Faculty of Agriculture, Horticulture and Bioengineering; the Faculty of Forestry and Wood Technology; the Faculty of Veterinary Medicine and Animal Science; the Faculty of Food Science and Nutrition; the Faculty of Environmental and Mechanical Engineering; and the Faculty of Economics), providing education within the framework of 35 fields of study, including 10 English language studies, to over 7 thousand students annually. Our University includes also an English language Doctoral School and the Complex of Life Science Schools.

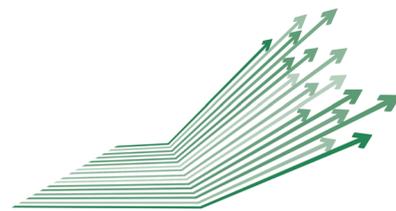
Our University employs over 800 academic teachers, including over 100 professors, and it is equipped with modern research and teaching facilities, supported by the PULS experimental stations and farms, i.e. agricultural farms of Brody, Dłóń, Gorzyń (leased), Swadzim, the agricultural and pomological farm of Przybroda, the experimental and teaching station in Gorzyń (tillage and crop growing), the experimental station in Muchocin (feed production technology and aquaculture), the experimental station in Gorzyń (animal nutrition), as well as two forestry experimental stations in Murowana Goślina and Siemianice. Interdisciplinary scientific activity is conducted within nine leading disciplines of science: Agriculture and horticulture; Forestry sciences; Life sciences; Veterinary medicine; Animal science and aquaculture; Food technology and nutrition; Economics and finance; Environmental engineering, mining engineering and power engineering; and Mechanical engineering.

Outcomes of our activity, particularly research results of leading scientists from our University, are highly appreciated and valued worldwide. The University cooperates with top scientific and research centres in Poland and worldwide, e.g. from Germany, Belgium, the Netherlands, Italy, Czechia, France, China, Switzerland, Spain, Portugal, the USA and many other countries.

In recent years our University has been dynamically changing, which results not only from external factors, but primarily from our commitment to continuously improve our performance and enhance our potential as a friendly organisation embracing each member of our community and sustaining the natural environment.



Strategic vision for 2027



In 2027 the Poznan University of Life Sciences is a leading Polish scientific and research centre in the field of life sciences and agricultural and forestry sciences as well as the related disciplines. By promoting our scientific accomplishments, friendly atmosphere, multifaceted activity of our staff and alumni, as well as our international presence we are one of the most recognisable and highly valued life science and agricultural universities in Central and Eastern Europe.

Our University develops interdisciplinary and multidisciplinary solutions of high commercialisation and implementation potential, thanks to which we are a key scientific partner for businesses in agriculture, forestry, agri-food industry as well as all branches related to the quality of life and ecology.

Our University is a renowned source of innovations and expert knowledge in the field of life sciences, agricultural and forestry sciences, economic sciences, engineering and technical sciences, while PULS activity in education and culture promotes social changes, particularly concerning sustainable development, nature conservation and healthy nutrition.

The academic staff actively identifies new research areas. To address these areas interdisciplinary teams of specialists are established, integrating representatives of various PULS faculties, as well as other Polish universities and leading research centres worldwide. Research teams and individual scientists are provided systemic support in the acquisition of external funding. As a result our University is one of the fifteen universities most efficiently acquiring funds for research from external sources.

The education offered at our University meets the highest European standards and practices, including the principle of inclusivity. Thanks to the high standard of academic teaching combined with regular updating and practical adaptation of the education offer to address dynamic changes in the social and business environment our University is appreciated by employers and is popular among both current and prospective students. Cooperation with external partners guarantees applicability of gained qualifications both in professional life and social activity.

Students and participants hold in high regard the unique character of our University and our commitment to high quality of the education offer and management of this process. Students, PhD students and participants may use tools of personalised and adaptive learning promoting individual development. Classes and lectures are given in modern academic facilities using state-of-the-art technologies. The University campus is adapted to the needs of employees and students with disabilities.

Thanks to the PULS high scientific and teaching standards our university attracts talented prospective students and scientists from around the world. Our extensive education offer, including online courses in the English language, convenient direct communication with the University staff, as well as the inclusive, open culture adopted by our University make studies and research at PULS highly attractive for foreigners.

The University authorities embrace a transparent HR policy promoting development, based on precisely specified criteria, monitoring of commitment, competence and work quality. This process focuses on the acknowledgement and appreciation of work outcomes and attitudes of all PULS employees within rational and clearly defined development paths for researchers, academic teachers and administrative workers.

The University is a friendly organisation for all stakeholders. This results from simple and transparent administrative procedures and systemic, ordered, effective, multifaceted communication. It is supported by the digitalised document flow, high standard of wireless communication and other advanced IT solutions. This also stems from an open and professional institutional culture, where everybody is treated respectfully and kindly.

Our University cooperates with the local academic environment of the city of Poznań, being an active participant in integration processes. It also supports integration of all members of the PULS community, particularly thanks to our rich and diverse offer of cultural and sports activities.

Strategic and operational objectives and key actions



Strategic objective 1

Attaining a high level of recognisability and attractiveness of PULS among key groups of stakeholders thanks to the development and implementation of a unique proposal of values and the promotion strategy for the University

Operational objectives	Key actions
1.1. Development of strong relations with public administration and local communities in the dissemination of knowledge and key PULS values	<ol style="list-style-type: none">1) review and select PULS solutions to be offered to local communities and public administration bodies2) select appropriate channels to reach local communities and public administration bodies3) develop and strengthen networks of partnerships with local communities, e.g. through cooperation with local government bodies, particularly with commune self-government bodies4) strengthen cooperation with important administrative institutions at the self-government and national government levels, as well as other key institutions in the Wielkopolska region5) conduct and monitor regular and diverse actions dedicated to local communities and administrative bodies (expert opinions, counselling services, events, podcasts, etc.)6) intensify cooperation with the academic environment of Poznań, e.g. by participating in actions aiming at the establishment of a federation of Poznań universities, as well as foster good relations with other Polish agricultural and life science universities7) expand the cultural offer provided by the Student Culture Centre and dedicated to all members of the PULS community as well as local communities
1.2. Establishment and maintenance of permanent relations with PULS graduates through an active alumni programme	<ol style="list-style-type: none">1) develop and implement an alumni programme2) organise cyclical events dedicated to alumni or involving alumni3) implement a mechanism to inform and involve prospective graduates in the programme already during their studies4) expand the network of contacts with alumni thanks to actions and private contacts of Students' Self-government representatives5) attract external partners to the programme and gain additional benefits for programme participants6) strengthen relations between the PULS Alumni Association and the students' self-government7) include foreigners in the alumni programme

1.3. Development and implementation of the PULS Promotion Strategy

- 1) conduct an audit of the current PULS image management and promotion of the PULS offer
 - 2) map key stakeholders of PULS together with selecting appropriate communication channels
 - 3) develop a visual identification system (a brand book, templates of documents and presentations, principles of PULS brand usage, etc.)
 - 4) develop a multi-language PULS information portal divided into areas dedicated to internal stakeholders (the Intranet), business (commercial offer) and local communities (popularisation)
 - 5) apply for external funding to promote PULS in Poland and abroad
 - 6) prepare PULS image and brand management procedures and PULS promotion
 - 7) organise a long-term publicity promotional campaign together with other Polish agricultural and life science universities
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Strategic objective 2

Utilisation of the PULS potential through management based on reliable diagnoses and mechanisms to improve respective actions

Operational objectives

Key actions

2.1. Establishment and implementation of a knowledge and information management system

- 1) develop procedures to collect information on realised projects and knowledge generated at PULS (e.g. research results, good practices, know-how, content for popularisation and dissemination) and identify sources of this knowledge, particularly within the PULS Competence Network
 - 2) implement tools and mechanisms facilitating multiple and partly automated utilisation of knowledge generated and accumulated at PULS for the purpose of development, image, implementation and popularisation actions
 - 3) improve and unify the PULS system to assure and improve education quality standards, particularly in terms of aggregation, processing and analysis of quantitative and qualitative data on the education process
 - 4) implement a support system for the management decision making process through regular analytical and forecasting activities based on internal and external data
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2.2. Implementation of tools and procedures of professional research management

- 1) enhance the acquisition of financing for research from Polish and foreign sources, particularly through an effective system of incentives and support for PULS staff
- 2) develop an optimal model for cooperation of the scientific staff and administration in acquisition and realisation of research projects, thus reducing the load of administrative and organisational responsibilities of researchers
- 3) promote specialisation of administrative staff in supporting specific types of projects and facilitate hiring of external experts
- 4) enhance competences of staff supporting academic teachers in realisation of research projects at departments, which closely cooperate with the central administration

- 5) implement an integrated ICT system facilitating realisation of research projects and their management
- 6) expand a comprehensive repository of open research data and provide easy access to full information on conducted research, accomplishments and competences (scientific and practical) of individual researchers and research teams
- 7) develop and implement a networking mechanism for potential researchers, scientific and business partners based on data from the repository (an integrated system including the employee performance appraisal process, as well as other support systems for management of scientific activity – PBN, POL-on, the library scientific information system, etc.)
- 8) implement digitisation of procurement and tender processes and accelerate continuous procurement of supplies through the fast track procedure for predefined orders (“in-house online shop”)
- 9) aggregate data on available research infrastructure and facilitate utilisation of research equipment by scientists from various PULS units and by external entities (sharing infrastructure and equipment)
- 10) supplement research infrastructure, apparatus, equipment and laboratory certification, etc. with elements required to realise PULS research objectives, in accordance with the PULS investment plan
- 11) implement an early review programme for research projects supported by rewards for reviewers (an expert panel)

2.3. Verification and improvement of the teaching process management system

- 1) implement an efficient system to analyse fields of study in terms of stakeholders’ expectations and effective implementation of corrective measures
 - 2) implement a professional data analysis system concerning the education process, including analysis of stakeholders’ needs, monitoring of outcomes, identification of problems and using advanced predictive and adaptive technologies based on machine learning
 - 3) identify sources of data required for monitoring, accumulation and analysis of information on the education process
 - 4) implement mechanisms automating data monitoring, collection and analysis (e.g. algorithms analysing survey results, including also data from previous years)
 - 5) conduct consultations on methodology concerning systemic analyses of education quality
 - 6) increase the use of advanced technologies in the teaching process, including e.g. artificial intelligence, augmented reality, virtual laboratories, etc. as well as other technologies enhancing access to education for people with special needs
 - 7) streamline procedures within the PULS system for education quality assurance and upgrading, limiting red tape in favour of automation and optimal utilisation of available data
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2.4. Further development of campus infrastructure and experimental stations

- 1) establish an attractive and environmentally friendly PULS campus
 - 2) modernise the existing PULS infrastructure by erecting modern facilities or retrofitting existing infrastructure, which will facilitate introduction of novel technologies and installation of state-of-the-art scientific apparatus, teaching and sports equipment
 - 3) improve performance of experimental stations in PULS organisation and management processes, including their role as economic entities supporting PULS through the revenue they generate
 - 4) develop green infrastructure on the campus and in experimental stations, as well as improve the esthetic standard of these facilities
 - 5) implement principles of sustainable development, introducing energy-efficient, low-emission and water conservation solutions, as well as increasing the utilisation of renewable energy sources, aiming at energy self-sufficiency
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Strategic objective 3

Ensuring the highest standard and meeting the requirements of stakeholders from the social and business environment as a scientific, counselling and extension partner as well as a partner in R&D implementation projects, a centre educating specialists and a valuable partner involved in public initiatives

Operational objectives

Key actions

3.1. Adaptation of the PULS research offer to the needs of the business and social environment

- 1) improve the offer of scientific proposals by research teams in the form of a useful catalogue of services and areas of potential cooperation (emphasising their value for potential buyers)
 - 2) actively disseminate information on the offer of research and services, offered technologies, staff specialisation and available research apparatus, particularly through an extensive team of technology brokers
 - 3) identify and implement good practices in developing relations with potential ordering parties from the PULS environment as well as handling the realisation of commissioned research tasks and commercialisation of technologies
 - 4) standardise potential types of services related to PULS scientific activity as elements of the proposed University values
 - 5) identify potential recipients of PULS activity outcomes, key advantages of the offer as well as the mechanism to reach and establish direct relations with partners from the social and business environment
 - 6) enhance effectiveness of PULS scientists in the generation of outcomes of utilitarian value, particularly inventions and utility models
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3.2. Adaptation of the higher education offer to the needs of the labour market and social development

- 1) implement of a mechanism for regular analyses of labour market expectations (desk research analysis, active needs analyses concerning partners from the PULS environment))
- 2) enhance annual reviews of learning content within the framework of the higher education programme and update the content in accordance with the forecasted needs of the labour market as well as expectations and opinions of stakeholders

- 3) expand the offer of fields of study or specialisation paths, providing education leading to professions of the future, including dual studies
- 4) expand the offer of specialisation paths dedicated to PULS within the so-called competitive fields of study
- 5) implement a cohort study system, including questionnaire surveys of the same individuals upon commencement of studies (analysis of expectations) and upon graduation (assessment and opinion survey)
- 6) provide compatibility of offered learning content with objectives of sustainable development
- 7) develop and implement a long-term concept of distance and hybrid learning
- 8) monitor and analyse potential for implementation of a block scheduling system for classes and lectures at PULS
- 9) expand and modernise teaching facilities in response to the requirements of an updated study offer, including their accessibility for students and participants with special needs
- 10) revise and increase availability of quality, up-to-date teaching materials, including textbooks and databases, as well as sports facilities required for a high-quality teaching process

3.3. Preparation of a modern education offer concerning postgraduate education, courses and training programmes as well as sports activity

- 1) define clearly specified requirements concerning the creation and execution of courses, training programmes and other forms of postgraduate education, in particular technical, procedural and financial guidelines, etc.
 - 2) generate an offer based on the conducted diagnosis of the training potential of PULS academic staff in relation to the diagnosis of needs of the social and business environment
 - 3) introduce an offer of online courses and training programmes, including also more advanced forms (e.g. MOOC) and implement the e-recruitment process for the postgraduate education system
 - 4) provide support to the teaching staff comprising procedural, technical and methodological assistance as well as potential to acquire and upgrade required teaching competences
 - 5) implement a quality evaluation mechanism for postgraduate education and specify clearly defined principles for additional remuneration for courses and training programmes run by PULS employees
 - 6) implement an active selling system of courses, training programmes and other forms of postgraduate education, including the Customer Relationship Management (CRM) system and market penetration activities
 - 7) fully utilise and develop the potential of staff and facilities of the Complex of Life Science Schools in Poznań
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Strategic objective 4

Strengthening international cooperation and increasing the participation and involvement of foreign students, PhD students and scientists in the PULS life through language assistance, cultural inclusion as well as an attractive education and research offer

Operational objectives	Key actions
4.1. Enhancing the international teaching and research offer of PULS	<ol style="list-style-type: none">1) expand the education offer in foreign languages (1st and 2nd cycle studies and postgraduate programmes) in each of the leading disciplines at PULS2) prepare comprehensive admission paths for studies and postgraduate programmes in foreign languages3) improve the quality of administrative support for foreign students and staff, including an improvement of language skills of the administrative staff4) implement mechanisms of education quality evaluation dedicated to foreigners (in a foreign language), including a comprehensive evaluation of education for graduates, etc.5) develop the HR potential facilitating preparation of Master's theses and PhD dissertations by foreign students6) initiate new and increase the number of existing international research projects involving leading scientific institutions, particularly in promising areas7) involve foreign young researchers in the acquisition of research grants, e.g. by preparing a comprehensive application path (instructions) in a foreign language8) implement a programme to maintain contacts and foster relations with foreign graduates and former staff
4.2. Implementation of a support system for international students, participants and PhD students promoting their intercultural adaptation to the PULS community	<ol style="list-style-type: none">1) increase the role of PULS assistants for foreigners providing support in administrative procedures and matters related to studying in Poland2) enhance intercultural integration through regular meetings and events, immersion in other cultures (cuisine, etc.), promotion of Polish culture and Polish language lessons3) implement an ambassador programme among foreign students4) introduce foreign language signage at the PULS campus5) translate into English and on an on-going basis update templates of documents, regulations, etc. as well as ensure translation of important texts, notices or announcements (also in social media) on an on-going basis6) guarantee formation of international groups of students and PhD students (mixed groups within the framework of studies)7) streamline procedures related to foreign exchange for PULS students and PhD students, including procedures related to support for these students and PhD students

4.3. Implementation of a mobility support system for visiting foreign staff and outgoing PULS academic staff

- 1) expand the role of assistants for foreigners at PULS providing support in administrative procedures and concerning living and housing conditions related to their work in Poland
 - 2) develop and implement relocation packages for foreign academic staff (guaranteed temporary accommodation, support in the organisation of their stay, schools for children, comfort when adaptation to new living conditions, etc.)
 - 3) develop and actively promote offers of internships or jobs for foreign staff
 - 4) streamline procedures related to foreign exchange for PULS staff, including procedures related with support for staff going abroad
-

Strategic objective 5

Assurance of excellent work quality of the University staff thanks to the implementation of a comprehensive HR policy, comprising development paths for scientific, teaching and administrative staff

Operational objectives

Key actions

5.1. Assurance of effectiveness of the implemented HR policy concerning scientific and teaching development paths

- 1) improve rules governing the process of on-going monitoring of progress, stimulation and rewarding performance of staff
 - 2) develop effective principles for periodical evaluation of academic staff – develop requirements and criteria of evaluation compatible with PULS internal policies, e.g. evaluation of research quality
 - 3) develop competence of academic staff (including the management staff) through short- and long-term internships, training programmes and workshops, as well as other effective professional development forms, realised in a regular and coordinated manner
 - 4) create a system to identify, acquire and support young researchers, e.g. within the grant application process and based on efficient research
 - 5) conduct a diagnosis of needs for support among PhD students and other young researchers at PULS
 - 6) develop an operating model for the Doctoral School and ensure high quality education for young researchers
 - 7) actively support preparation of implementation-based PhD dissertations thanks to extensive and close relations with partners from the business environment
-

5.2. Assurance of effectiveness of the implemented HR policy concerning the administrative development path

- 1) adapt the employment structure to the University objectives – verify and standardise the description of responsibilities for respective positions (support staff = employees other than academic teachers)
- 2) establish competence models for key groups of positions for the administrative path
- 3) determine competences and development paths for administration workers specialising in research support
- 4) introduce effective principles for periodic evaluation of support staff – specify clearly defined requirements and evaluation criteria

- 5) introduce rules for the evaluation process as well as a system of progress monitoring and rewarding performance of individual employees and teams
- 6) implement a standard promoting direct work of leaders with teams they supervise as well as support for individual development plans
- 7) develop competences of administration staff (including management staff) through training programmes, workshops and other effective professional development forms

5.3. Implementation of changes in the PULS institutional culture aiming at fostering relations with stakeholders

- 1) implement a system of incentives and appreciation of staff, promoting commitment in relations with stakeholders
 - 2) introduce a uniform system of communication at PULS (standards of communication, templates of correspondence and other good practices)
 - 3) conduct series of workshops for staff, ensuring understanding and implementation of good practices and values of the PULS stakeholder-oriented culture
 - 4) organise integration events for selected groups of stakeholders as well as identify and implement practices promoting successes of PULS stakeholders
 - 5) enhance effectiveness of mechanisms countering mobbing and all signs of discrimination at PULS
-

Strategic objective 6

Creation of a model and culture for administrative support ensuring that PULS is a friendly, professional institution based on the most advanced management technologies

Operational objectives	Key actions
<p>6.1. Introduction of good practices in terms of professional administration management in the PULS institutional culture</p>	<ol style="list-style-type: none"> 1) implement necessary improvements in communication and cooperation between administration and academic staff 2) implement a programme involving the support staff in the process of PULS development and improvement as an element of the University management standard 3) unify standards of administrative processes, documentation and procedures at PULS 4) ensure management of organisational knowledge in the PULS administration – substitutionality of staff members in their functions and availability of needed information 5) create a platform and organise meetings to facilitate exchange of expertise between various departments of central administration, as well as faculty and department administration 6) implement a mechanism of regular evaluation of administration performance 7) secure a stable budget for PULS thanks to diversified sources of additional non-subvention funds 8) streamline financial management at the university level as well as within all its organisational units

6.2. Implementation of advanced tools and ICT platforms supporting PULS management

- 1) establish a digitisation policy for the support system at PULS – define goals, scopes and a cohesive framework for utilisation of ICT tools as well as ensure their availability
- 2) develop organisational assumptions as well as processing and functional requirements of the systems
- 3) identify and describe selected internal processes at PULS to adapt ICT support or automation
- 4) acquire and involve technological and professional partners as well as implement selected solutions at PULS
- 5) expand the ICT support system at PULS and provide the capacity to develop and maintain implemented ICT systems, appoint coordinating structures (permanent teams, project teams and proxies)

6.3. Assurance of digital support integration into PULS management

- 1) implement an integrated ICT system (ERP system) in Intranet functions (accounting, finance, procurement, taxes, etc.) and the HR module
 - 2) prepare and implement the concept of digital dashboard functionality (a single access point to all data) for users within the Integrated ICT System
 - 3) implement a system for electronic document flow
 - 4) implement the CRM system in the back office (knowledge management support), front office (promotion, commercialisation) and interactive CRM (relations, communication)
 - 5) prepare and implement an ICT system supporting the PULS system to assure and improve education quality
 - 6) prepare and implement a support system for research management
 - 7) implement tools facilitating systemic management of PULS infrastructure and finances, including also experimental stations
 - 8) prepare and implement a mobile application for stakeholders (a virtual tour of PULS, internal communication, timetables, booking of classrooms, etc.)
 - 9) provide training for users and involve key groups of stakeholders in the implementation process
 - 10) ensure a transparent system of authorisations and access to the PULS digital resources for PULS stakeholders
-

An abridged description of principles for management of the Development Strategy implementation

The community model of the Strategy implementation

The Poznań University of Life Sciences is committed to its community character, thus motivation for and effectiveness of the Strategy implementation need to be generated by mechanisms stemming from the community of goals, participation and effective communication. For this reason implementation of this Strategy at PULS is based on the following principles:

1. The adopted Strategy will be effectively communicated to all members of the PULS community – only the deep understanding of individual actions and one's role in this process will ensure unquestionable commitment;
2. individuals responsible for coordination of individual operational objectives and key actions will have an impact on the manner of their execution and determination of the key outcomes of these actions;
3. the extent of realisation of all key actions, declared by individuals coordinating operational objectives, will be public and transparent for the entire PULS community;
4. response of the team for the Development Strategy to reported risks to the realisation of a given action will be prompt, supportive and aim at finding a solution at an adequate decision-making level, while exceptional commitment of individuals and teams as well as successes in the implementation process will be noticed, publicised and appreciated.

In this way the strategic process becomes an element of the functioning of the PULS community and will contribute to our further development based on the adopted PULS vision.

Entities responsible for the implementation of the Strategy

- Rector's proxy for Development Strategy (at the same time serving the role of chairman of the team for Development Strategy) – reports to the Rector and is accountable for appropriate and timely implementation of the entire Strategy at PULS.
- team for Development Strategy – provides professional coordination of all actions related to the implementation of the PULS Strategy. The team comprises all individuals coordinating the strategic objectives as well as internal and external supporting experts.
- Coordinators of the strategic objectives – manage the current work within the framework of individual strategic objectives,

including supervision over progress in the realisation of the operational objectives.

- Coordinators of the operational objectives – monitor timely and appropriate realisation of all key actions within the framework of a given operational objective and manage it. They may apply to the coordinator of the strategic objective to appoint a working team supporting the realisation of the actions.

Entities supervising the implementation of the Strategy

The supervising entities include the Rector, with the support of the Rector's College, the Senate and the PULS Council, which roles in the strategic process result among other things from the Act Law on higher education and science.

The Strategy Implementation Plan

The implementation of the Development Strategy of the Poznań University of Life Sciences for the years 2022–2027 will be based on the annually prepared and updated Strategy Implementation Plan (SIP). The Plan will be an operational map of actions, particularly within a given calendar year, and it will specify detailed key actions to be realised in order to implement the Strategy, individuals responsible for their realisation, schedule, resources, budget frame and respective indicators.

On-going monitoring, evaluation and changes in the Strategy implementation Plan

On-going monitoring of undertaken actions will be based on intensive communication with individuals directing the implementation works or realising these works, as well as regular collection of data on progress in the realisation of key actions and aims specified in the Plan. The team for Development Strategy will conduct evaluation, both mid-term and annual, within each year this Plan is binding. Evaluation will cover effectiveness of individual actions to guarantee resources or provide decisions required for a complete and timely execution of the actions and operational objectives. The potential necessary adjustments to the plans for successive years will also be considered. Decisions in this respect as well as reports on the Plan evaluation will be approved by the entities supervising the implementation process.

Measuring progress in the Strategy implementation

A measure of the Strategy success is provided by the actual introduction of projected changes, i.e. realisation of the assumed vision in accordance with the PULS mission and values. For this reason the Strategy Implementation Plan specifies verifiable outcomes for each key action. Assessment of progress in the Strategy implementation will be based on two types of indicators:

- A set of indicators of progress in attaining the strategic objectives and operational objectives;
- key results indicating the degree of realisation of the key actions within the framework of individual operational objectives.

Key results as indicators will be developed within the framework of the planning process for the implementation of key actions (SIP). Their verification within the annual cycle will ensure required flexibility in the realisation of the Strategy, particularly in response to dynamic changes in the PULS environment. Key results will be evaluated in the short-term perspective, which will facilitate prompt reaction to delays or problems, providing necessary support.

Evaluation and updating of the Strategy

Effective strategic management of the University includes also assessment of the Strategy itself according to the criteria of accuracy of strategic planning and effectiveness of implementation in terms of individual objectives. As a result of this evaluation, discussions and analysis of indicators necessary specific changes in the Strategy may be proposed, which have to be approved in the manner compliant with its adoption. In the course of the realisation of this Strategy by the year 2027 the PULS mission and vision may not be changed.

Adequately justified changes may be introduced in the scope of the strategic and operational objectives, particularly in terms of the key actions. The manner of the evaluation and introduction of potential changes within the Strategy are specified in the detailed management procedure for the implementation process established by the Rector.

The PULS Development Strategy in relation to sustainable development goals and regional Strategies

Sustainable development goals and the PULS Development Strategy

Realisation methods	Realised within the framework of the strategic and operational objectives	
<ul style="list-style-type: none"> • Popularisation of current and reliable knowledge in local communities, particularly concerning opportunities to study and use other forms of education offered by PULS • Ensuring equal access to free education at PULS 	<p>1.1. 2.</p>	<p>1. NO POVERTY</p>
<ul style="list-style-type: none"> • Popularisation of current and reliable knowledge in local communities, particularly concerning modern plant and animal production technologies increasing yields in the system of sustainable agriculture, production of safe, healthy and quality food, as well as principles of preservation of genetic diversity of plants and animals • High standard of research, particularly concerning efficiency and resilience of agriculture, biodiversity and sustainable food production • Implementation of results of above-mentioned research into learning contents within the framework of 1st and 2nd cycle studies, postgraduate studies and other forms of education offered at PULS 	<p>1.1. 2.2. 2.3. 3.2. 3.3.</p>	<p>2. ZERO HUNGER</p>
<ul style="list-style-type: none"> • Ensuring equal access to free education at PULS • Commitment to ensure high standard of research and prompt transfer of its outcomes to learning contents within the framework of 1st and 2nd cycle studies, postgraduate studies and other forms of education offered at PULS • Regular and comprehensive monitoring and improvement of teaching quality within the framework of education management procedures • Regular updating of the PULS education offer • Ensuring a growing education offer in foreign languages, facilitating access to PULS studies for foreigners • Regular improvement of qualifications of PULS academic teachers 	<p>2.2. 2.3. 3.2. 3.3. 4.2. 4.3. 5.1.</p>	<p>4. QUALITY EDUCATION</p>
<ul style="list-style-type: none"> • Ensuring equal access to free education at PULS, regardless of gender • Implementation of inclusive organisational culture considering intercultural differences • Continuation of the anti-discrimination HR policy, providing equal opportunities for development and remuneration regardless of gender • Implementation of the policy countering mobbing and all signs of discrimination at PULS 	<p>2.3. 3.2. 3.3. 4.2. 5.</p>	<p>5. GENDER EQUALITY</p>

- Popularisation of current and reliable knowledge in local communities, particularly concerning sustainable water management, sanitation and protection of aquatic ecosystems
- High standard of research, particularly concerning water and sewage management, including sustainable management of water resources, as well as protection and restoration of aquatic ecosystems
- Implementation of results of above-mentioned research into learning contents within the framework of 1st and 2nd cycle studies, postgraduate studies and other forms of education offered at PULS

1.1.
2.2.
2.3.
3.

6. CLEAN WATER AND SANITATION

- Popularisation of current and reliable knowledge in local communities, particularly concerning benefits and applicability of renewable energy sources
- High standard of research concerning energy management particularly for energy generated by renewable sources
- Implementation of results of above-mentioned research into learning contents within the framework of 1st and 2nd cycle studies, postgraduate studies and other forms of education offered at PULS
- Implementation of solutions and processes reducing the carbon footprint at PULS

1.1.
2.2.
2.3.
3.
6.

7. AFFORDABLE AND CLEAN ENERGY

- Enhancing the impact of PULS research on the social and business environment (popularisation of knowledge)
- Strengthening research at PULS
- Increasing the transfer of innovations and research outcomes from PULS to the national economy (commercialisation)
- Regular improvement of research competence of academic staff
- Implementation of mechanisms supporting improvement of efficiency in scientific activity, including those based on ICT

1.1.
3.
5.1.
6.

9. INDUSTRY, INNOVATION AND INFRASTRUCTURE

- Popularisation of current and reliable knowledge in local communities, particularly concerning sustainable management of natural resources, including responsible consumption and waste management, as well as sustainable lifestyle respecting the natural environment
- High standard of research, particularly concerning sustainable management of natural resources, responsible management of production and distribution, modern waste management and disposal methods
- Implementation of results of above-mentioned research into learning contents within the framework of 1st and 2nd cycle studies, postgraduate studies and other forms of education offered at PULS
- Implementation of practices and actions for responsible waste management at PULS

1.1.
2.2.
2.3.
3.
6.

12. RESPONSIBLE CONSUMPTION AND PRODUCTION

- Popularisation of current and reliable knowledge in local communities, particularly concerning causes, course and consequences of climate change, methods of their mitigation as well as adaptation of these consequences
- High standard of research, particularly concerning causes, course and consequences of climate change, methods of their mitigation
- Implementation of results of above-mentioned research into learning contents within the framework of 1st and 2nd cycle studies, postgraduate studies and other forms of education offered at PULS
- Implementation of solutions and processes reducing the carbon footprint at PULS
- Serving the role of the “academic ambassador of climate change” among Polish universities through popularisation of good climate practices in the academic environment

1.1.
2.2.
2.3.
3.
6.

13. CLIMATE ACTION

- Popularisation of current and reliable knowledge in local communities, particularly concerning sustainable agriculture, forestry, rural development as well as biodiversity of flora and fauna in terrestrial ecosystems
- High standard of research, particularly concerning agriculture, forestry, rural development as well as biodiversity of flora and fauna in diverse terrestrial ecosystems
- Implementation of results of above-mentioned research into learning contents within the framework of 1st and 2nd cycle studies, postgraduate studies and other forms of education offered at PULS

1.1.
2.2.
2.3.
3.

15. LIFE ON LAND

- Development of effective and transparent management mechanisms at all levels of PULS
- Providing wide access to information on PULS and its activity among members of the academic community
- Implementation of an inclusive organisational culture, ensuring participation of PULS community members in the process of undertaking key decisions

2.
5.
6.

16. PACE, JUSTICE AND STRONG INSTITUTIONS

- Entering into partnerships with entities from the social environment in the popularisation of reliable knowledge and good practices concerning sustainable development
- Entering into partnerships with leading research centres from Poland and abroad, as well as undertaking significant research problems referring to sustainable development
- Entering into partnerships with entities from the business environment in order to implement principles of sustainable development based on PULS research results (commercialisation), as well as popularisation of benefits resulting from implementation of such changes

1.1.
3.
5.3.

17. PARTNERSHIPS FOR THE GOALS

The Development Strategy for the Wielkopolskie province by 2030* and the PULS Development Strategy

The Development Strategy for the Wielkopolskie province by 2030 identifies four strategic objectives as well as 11 associated operational objectives. The list below presents the operational objectives and key directions of intervention, which the Development Strategy of the Poznań University of Life Sciences for the years 2022–2027 supports or supplements the realisation of the Development Strategy for the Wielkopolskie province.

Strategic objectives	Operational objectives	Cohesion/ relation with PULS Strategy	Key directions of intervention supported by the PULS Strategy
1. Economic growth of the Wielkopolska region based on knowledge of its inhabitants	1.1. Increasing innovativeness and competitiveness of the region's economy	YES	<ul style="list-style-type: none"> • Development of initiatives based on cooperation of science and business • Development of the sector of agriculture and agri-food processing
	1.2. Increasing professional activity and maintenance of high quality employment	NO	n/d
	1.3. Increase and improvement of the human capital on the labour market	YES	<ul style="list-style-type: none"> • Improvement of quality of education and teaching, including adaptation to the needs of the labour market • Increased competences of adults and their participation in continuing education
2. Social development of the Wielkopolska region based on material and non-material resources of the region	2.1. Demographically oriented development of the Wielkopolska region	YES	<ul style="list-style-type: none"> • Promotion of healthy lifestyle, development of healthcare and medical infrastructure
	2.2. Prevention of marginalisation and exclusion	YES	<ul style="list-style-type: none"> • Ensuring equal education opportunities
	2.3. Development of the social and cultural capital of the region	YES	<ul style="list-style-type: none"> • Modification and strengthening of socially responsible, equality-oriented and innovative attitudes, including development of social innovations

* Adopted by the resolution of the Council of the Wielkopolskie province no. XVI/287/20 of 27 January 2020.

3. Development of infrastructure while preserving the natural environment of the Wielkopolska region	3.1. Improvement of accessibility and cohesion of the transport system in the Wielkopolskie province	NO	n/d
	3.2. Improvement and protection of the natural environment of the Wielkopolska region	YES	<ul style="list-style-type: none"> • Increase and protection of water resources as well as improvement of their quality • Improvement of air quality • Improvement of waste management operations • Preservation of biodiversity and landscape diversity, including forest resources as well as ensuring preservation and continuity of the natural environment system • Improvement of natural conditions for agriculture • Modification of awareness and environmentally friendly attitudes of the public, strengthening of ecological and environmental safety
	3.3. Increasing energy security and efficiency	YES	<ul style="list-style-type: none"> • Increasing the use of alternative energy sources, including renewables and hydrogen • Optimisation of energy management
4. Increased effectiveness of Wielkopolska institutions and efficiency of regional management	4.1. Development of management capabilities and service provision	NO	n/d
	4.2. Strengthening coordination and development mechanisms	NO	n/d

Regional Innovation Strategy for the Wielkopolska region 2030* and the PULS Development Strategy

The Regional Innovation Strategy for the Wielkopolska region 2030 identifies four strategic objectives for innovativeness of the region, within the framework of which a total of 12 operational objectives were specified. The list below presents areas, in which the Development Strategy of the Poznań University of Life Sciences for the years 2022–2027 supports or supplements the realisation of the Regional Innovation Strategy.

Strategic objectives	Operational objectives	Cohesion/ relation with PULS Strategy
1. Increasing innovative activity in the Wielkopolska region	1.1. Development of zero emission economy, particularly concerning hydrogen	YES
	1.2. Development of innovative activity of enterprises, particularly including support and implementation of advanced solutions in ICT, Industry 4.0 as well as other leading technologies	YES
	1.3. Supporting B+R activity among enterprises and research units as well as commercialisation of research results	YES
2. Development of the regional innovation ecosystem	2.1. Strengthening cooperation between regional innovation actors	YES
	2.2. Developing cooperation between research and business	YES
	2.3. Increasing efficiency of financing frameworks for investment projects	NO
	2.4. Professionalisation and increasing the potential of innovation centres	YES
3. Incorporation of the Wielkopolska region into global value chains	3.1. Support for international business and research ties	YES
	3.2. Internationalisation of enterprises	NO
	3.3. Promotion of business and attracting investors	NO
4. Staff for modern economy	4.1. High quality education offer adapted to the needs of branches with promising future prospects	YES
	4.2. Improvement of innovation competences in the system of education and lifelong learning	YES

* Adopted by the Board of the Wielkopolskie province in Resolution 3099/2020 of 29 December 2020.

At the same time the Regional Innovation Strategy for the Wielkopolska region 2030 also specifies six the so-called smart specialisations for the region, i.e. areas, in which a given region may be a leader, created as a result of integration of knowledge concerning science, technology, engineering, market development and business needs. Smart specialisations are to accumulate resources and focus efforts on a small number of selected areas with the highest innovation potential. For the Wielkopolska region the following specialisations have been identified: Biomaterials and food for conscious consumers, Interiors of the future, Industry of the future, Specialised logistics processes, Development based on ICT, as well as Advanced technologies in medicine.

Analysis of the profile of PULS activity as well as the above-mentioned specialisations confirms the cohesion between the profile of activity with the Regional Innovation Strategy for the Wielkopolska region 2030, particularly in terms of research and teaching activity (education of staff) in the first three of these specialisations.

**Biomaterials and food
for conscious consumers**

1. Modern production technologies
 - 1.1. Bio- and nanotechnology, molecular biology and food chemistry
 - 1.2. ICT systems for traceability in food production safety
2. Safe bioproducts and healthy food
 - 2.1. Production of bioproducts and healthy food as well as functional food
 - 2.2. Food safety
 - 2.3. Plants resistant to climate change
3. Innovative selling and distribution methods for high quality food
 - 3.1. Marketing of high quality food and raw materials
 - 3.2. Innovative food production and distribution chains
 - 3.3. Food packaging and food design
4. Organic food production and waste management
 - 4.1. Eco-friendly pesticides
 - 4.2. Bioeconomy, including innovative natural products
 - 4.3. Management of production waste and upcycling
 - 4.4. Fuel and energy management based on agricultural biomass
5. Preparation and professionalisation of staff for the specialisation area

Interiors of the future

1. Energy-efficient technologies
2. Production of fire-resistant products
3. Industrial design and innovation based on design
4. Specialist and customised furniture and interior design products
 - 4.1. High quality raw materials and components for furniture production
 - 4.2. Furniture manufactured from regional raw materials, components and intermediate products
5. New applications of technologies and materials
6. Recycling and upcycling in production of furniture and interior design items
7. Preparation and professionalisation of staff for the specialisation area

Industry of the future

1. Specialised technologies, machines and their components
2. Sustainable power engineering including
 - 2.1. Management systems for energy generation and consumption
 - 2.2. Convergence and conversion of energy
 - 2.3. Energy generation from renewable sources, including hydrogen
 - 2.4. Smart grids
 - 2.5. Energy storage technologies
3. Automated, sustainable and optimised production processes
4. Smart materials, nanomaterials, polymers, sensor manufacture technologies, virtual and rapid prototyping
5. Preparation and professionalisation of staff for the specialisation area

The Development Strategy in relation to the research area

Vision development in the area of research activity

In 2027 PULS is considered to be a leading Polish research centre specialising in life sciences, agricultural and forestry sciences as well as associated disciplines. More than a half of the leading disciplines are ranked A or A+, while the others are ranked B+. The University is regularly involved in major, interdisciplinary and international research projects (including ERC, Horyzont Europa, etc.). Scientific workers publish papers in top research journals worldwide and their research is acknowledged and awarded within the framework of development-oriented HR policy realised by the PULS authorities. Scientific workers of the University are well-known and highly valued partners in the international research community.

The academic staff actively identify new research areas. Interdisciplinary teams of specialists, integrating representatives of various PULS faculties, other Polish universities as well as leading scientific centres worldwide, are created for this purpose. Research teams and individual scientists receive systemic support to acquire external funding. As a result PULS is one of the fifteen universities most effective in obtaining funds for research from external sources.

Results of research conducted at PULS are regularly and effectively applied in practice both in enterprises and public life, bringing tangible financial and publicity benefits to the University. PULS is capable of developing solutions to problems and challenges significant for the economy, thus enterprises willingly enter into cooperation with PULS to commercialise and implement new methods and technologies. Actions popularising results of research conducted by PULS staff contribute to social changes, particularly referring to sustainable development, preservation of the natural environment and healthy food.

Thanks to the active and friendly support of the administrative staff the load of organisational and bureaucratic chores previously considered a burden by scientists is systematically reduced. The scientific staff are additionally supported by internal and external mentors – experts popularising good practices related to the organisation of research activity meeting world quality standards, as well as specialist organisational units of PULS strengthening the transfer of research results to business and the public.

Objectives and actions related with realisation of the PULS vision in the area of scientific activity

Operational objective	Key actions in the area
1.1. Development of strong relations with public administration and local communities in dissemination of knowledge and key PULS values	<ul style="list-style-type: none"> 1) review and select PULS solutions to be offered to local communities and public administration units 5) conduct and monitor regular and diverse actions dedicated to local communities and administration units (expert opinions, counselling services, events, podcasts, etc.) 6) intensify cooperation with the academic environment of Poznań, e.g. by participating in actions aiming at the establishment of a federation of Poznań universities, as well as foster good relations with other Polish agricultural and life science universities
1.3. Development and implementation of the PULS Promotion Strategy	<ul style="list-style-type: none"> 4) develop a multi-language PULS information portal divided into areas dedicated to internal stakeholders (the Intranet), business (commercial offer) and local communities (popularisation)
2.1. Establishment and implementation of a knowledge and information management system	<ul style="list-style-type: none"> 1) develop procedures to collect information on realised projects and knowledge generated at PULS (e.g. research results, good practices, know-how, content for popularisation) and identify sources of this knowledge, particularly within the PULS Competence Network 4) implement a support system for the management decision making process through regular analytical and forecasting activities based on internal and external data
2.2. Implementation of tools and procedures of professional research management	<ul style="list-style-type: none"> 1) enhance the acquisition of financing for research from Polish and foreign sources, particularly through an effective system of incentives and support for PULS staff 2) develop an optimal model for cooperation of the scientific staff and administration in acquisition and realisation of research projects, thus reducing the load of administrative and organisational responsibilities of researchers 3) promote specialisation of administrative staff in supporting specific types of projects and facilitate hiring of external experts 4) enhance competences of staff supporting academic teachers in realisation of research projects at departments, which closely cooperate with the central administration 5) implement an integrated ICT system facilitating realisation of research projects and their management 6) expand a comprehensive repository of open research data and provide easy access to full information on conducted research, accomplishments and competences (scientific and practical) of individual researchers and research teams 7) develop and implement a networking mechanism for potential researchers, scientific and business partners based on data from the repository (an integrated system including the employee performance appraisal process, as well as other support systems for management of scientific activity – PBN, POL-on, the library scientific information system, etc.)

- 8) implement digitisation of procurement and tender processes and accelerate continuous procurement of supplies through the fast track procedure for predefined orders (“in-house online shop”)
- 9) aggregate data on available research infrastructure and facilitate utilisation of research equipment by scientists from various PULS units and by external entities (sharing infrastructure and equipment)
- 10) supplement research infrastructure, apparatus, equipment and laboratory certification, etc. with elements required to realise PULS research objectives, in accordance with the PULS investment plan
- 11) implement an early review programme for research projects supported by rewards for reviewers (an expert panel)

2.4. Development of campus infrastructure and experimental stations

- 2) modernise the existing PULS infrastructure by erecting modern facilities or retrofitting existing infrastructure, which will facilitate introduction of novel technologies and installation of state-of-the-art scientific apparatus, teaching and sports equipment
- 3) improve performance of experimental stations in PULS organisation and management processes, including their role as economic entities supporting PULS through the revenue they generate
- 4) develop green infrastructure on the campus and in experimental stations, as well as improve the esthetic standard of these facilities

3.1. Adaptation of the PULS research offer to the needs of the business and social environment

- 1) improve the offer of scientific proposals by research teams in the form of a useful catalogue of services and areas of potential cooperation (emphasising their value for potential buyers)
- 2) actively disseminate information on the offer of research and services, offered technologies, staff specialisation and available research apparatus, particularly through an extensive team of technology brokers
- 3) identify and implement good practices in developing relations with potential ordering parties from the PULS environment as well as handling the realisation of commissioned research tasks and commercialisation of technologies
- 4) standardise potential types of services related to PULS scientific activity as elements of the proposed University values
- 5) identify potential recipients of PULS activity outcomes, key advantages of the offer as well as the mechanism to reach and establish direct relations with partners from the social and business environment
- 6) enhance effectiveness of PULS scientists in the generation of outcomes of utilitarian value, particularly inventions and utility models

4.1. Enhancing the international teaching and research offer of PULS

- 5) develop the HR potential facilitating preparation of Master’s theses and PhD dissertations by foreign students
 - 6) initiate new and increase the number of existing international research projects involving leading scientific institutions, particularly in promising areas
 - 7) involve foreign young researchers in the acquisition of research grants, e.g. by preparing a comprehensive application path (instructions) in a foreign language
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4.2. Implementation of a support system for international students, participants and PhD students promoting their intercultural adaptation to the PULS community

- 6) guarantee formation of international groups of students and PhD students (mixed groups within the framework of studies)

4.3. Implementation of a mobility support system for visiting foreign staff and outgoing PULS academic staff

- 2) develop and implement relocation packages for foreign academic staff (guaranteed temporary accommodation, support in the organisation of their stay, schools for children, comfort when adaptation to new living conditions, etc.)
- 3) develop and actively promote offers of internships or jobs for foreign staff
- 4) streamline procedures related to foreign exchange for PULS staff, including procedures related with support for staff going abroad

5.1. Assurance of effectiveness of the implemented HR policy concerning scientific and teaching development paths

- 4) create a system to identify, acquire and support young researchers, e.g. within the grant application process and based on efficient research
- 5) conduct a diagnosis of needs for support among PhD students and other young researchers at PULS
- 6) develop an operating model for the Doctoral School and ensure high quality education for young researchers
- 7) actively support preparation of implementation-based PhD dissertations thanks to extensive and close relations with partners from the business environment

5.2. Assurance of effectiveness of the implemented HR policy concerning the administrative development path

- 3) determine competences and development paths for administration workers specialising in research support

6.3. Assurance of digital support integration into PULS management

- 4) implement the CRM system in the back office (knowledge management support), front office (promotion, commercialisation) and interactive CRM (relations, communication)
 - 6) prepare and implement a support system for research management
 - 7) implement tools facilitating systemic management of PULS infrastructure and finances, including also experimental stations
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The PULS Development Strategy in relation to the area of learning

Vision development in the area of learning

High level education at PULS in 2027 is provided in accordance with the best European standards and practices. Within the framework of the education offer the latest research results are utilised and supplemented with the practical aspect of their application in the professional life.

The teaching staff are high class specialists, enthusiasts and experienced practitioners, highly valued by students and participants. Their efforts and commitment to the quality of education are monitored and appreciated by the PULS management within the framework of a rational HR policy adopted at PULS.

PULS is observing dynamic changes in its environment and regularly updates learning contents to meet the needs of the market as well as challenges of the future. In cooperation with its partners PULS develops a unique education offer, including continuing learning, which guarantees utilisation of gained qualifications both in professional life and in social activity. Thanks to the up-to-date contents and practical adaptation of the education offer it is appreciated by employers and is popular among students. Upon graduation students and participants are equipped with comprehensive knowledge, skills and qualifications, including particularly professional ones – both at the theoretical and practical levels. They exhibit high standard of independence and responsibility, thanks to which they contribute values acquired at PULS to their environment.

The Poznań University of Life Sciences attracts talented prospective students from Poland and many countries worldwide. Students and participants appreciate the friendly PULS culture as well as professionalism of the academic and administrative staff. Everyone at PULS is treated respectfully and kindly as individuals with unique talents, needs and expectations.

Students, PhD students and participants in their pursuit of individual development are supported by tools of personalised and adaptive learning based on artificial intelligence. Assistance is also provided by professional counsellors offering guidance facilitating conscious decisions concerning the individual development path. All classes and lectures are conducted applying the most advanced teaching technologies, such as virtual laboratories and augmented reality technologies (VR, AR), etc.

The PULS education offer attracts a considerable number of foreigners. Our University boasts an extensive offer of foreign language programmes in numerous fields of study within the 1st, 2nd and 3rd cycles of study. All PULS employees are fluent in English, while some staff can also speak other foreign languages. Thanks to the PULS inclusive, open and community-oriented attitude foreigners may participate in the university life feeling secure and welcome, consequently enriching our University thanks to their talents and cultural heritage. PULS also offers numerous unique online courses using best platforms and attracting participants from various countries worldwide.

Objectives and actions related to the realisation of the PULS vision in the area of education

Operational objective	Key actions in the area
1.1. Development of strong relations with public administration and local communities in the dissemination of knowledge and key PULS values	1) review and select PULS solutions to be offered to local communities and public administration bodies 5) conduct and monitor regular and diverse actions dedicated to local communities and administrative bodies (expert opinions, counselling services, events, podcasts, etc.)
1.2. Establishment and maintenance of permanent relations with PULS graduates through an active alumni programme	1) develop and implement an alumni programme 2) organise cyclical events dedicated to alumni or involving alumni 3) implement a mechanism to inform and involve prospective graduates in the programme already during their studies 4) expand the network of contacts with alumni thanks to actions and private contacts of Students' Self-government representatives
1.3. Development and implementation of the PULS Promotion Strategy	2) map key stakeholders of PULS together with selecting appropriate communication channels 4) develop a multi-language PULS information portal divided into areas dedicated to internal stakeholders (the Intranet), business (commercial offer) and local communities (popularisation)
2.1. Establishment and implementation of a knowledge and information management system	1) develop procedures to collect information on realised projects and knowledge generated at PULS (e.g. research results, good practices, know-how, content for popularisation and dissemination) and identify sources of this knowledge, particularly within the PULS Competence Network 3) improve and unify the PULS system to assure and improve education quality standards, particularly in terms of aggregation, processing and analysis of quantitative and qualitative data on the education process 4) implement a support system for the management decision making process through regular analytical and forecasting activities based on internal and external data

2.3. Verification and improvement of the teaching process management system

- 1) implement an efficient system to analyse fields of study in terms of stakeholders' expectations and effective implementation of corrective measures
- 2) implement a professional data analysis system concerning the education process, including analysis of stakeholders' needs, monitoring of outcomes, identification of problems and using advanced predictive and adaptive technologies based on machine learning
- 3) identify sources of data required for monitoring, accumulation and analysis of information on the education process
- 4) implement mechanisms automating data monitoring, collection and analysis (e.g. algorithms analysing survey results, including also data from previous years)
- 5) conduct consultations on methodology concerning systemic analyses of education quality
- 6) increase the use of advanced technologies in the teaching process, including e.g. artificial intelligence, augmented reality, virtual laboratories, etc. as well as other technologies enhancing access to education for people with special needs
- 7) streamline procedures within the PULS system for education quality assurance and upgrading, limiting red tape in favour of automation and optimal utilisation of available data

2.4. Further development of campus infrastructure and experimental stations

- 2) modernise the existing PULS infrastructure by erecting modern facilities or retrofitting existing infrastructure, which will facilitate introduction of novel technologies and installation of state-of-the-art scientific apparatus, teaching and sports equipment
- 4) develop green infrastructure on the campus and in experimental stations, as well as improve the esthetic standard of these facilities

3.2. Adaptation of the higher education offer to the needs of the labour market and social development

- 1) implement of a mechanism for regular analyses of labour market expectations (desk research analysis, active needs analyses concerning partners from the PULS environment)
- 2) enhance annual reviews of learning content within the framework of the higher education programme and update the content in accordance with the forecasted needs of the labour market as well as expectations and opinions of stakeholders
- 3) expand the offer of fields of study or specialisation paths, providing education leading to professions of the future, including dual studies
- 4) expand the offer of specialisation paths dedicated to PULS within the so-called competitive fields of study
- 5) implement a cohort study system, including questionnaire surveys of the same individuals upon commencement of studies (analysis of expectations) and upon graduation (assessment and opinion survey)
- 6) provide compatibility of offered learning content with objectives of sustainable development
- 7) develop and implement a long-term concept of distance and hybrid learning
- 8) monitor and analyse potential for implementation of a block scheduling system for classes and lectures at PULS
- 9) expand and modernise teaching facilities in response to the requirements of an updated study offer, including their accessibility for students and participants with special needs

10) revise and increase availability of quality, up-to-date teaching materials, including textbooks and databases, as well as sports facilities required for a high-quality teaching process

3.3. Preparation of a modern education offer concerning postgraduate education, courses and training programmes as well as sports activity

- 1) define clearly specified requirements concerning the creation and execution of courses, training programmes and other forms of postgraduate education, in particular technical, procedural and financial guidelines, etc.
- 2) generate an offer based on the conducted diagnosis of the training potential of PULS academic staff in relation to the diagnosis of needs of the social and business environment
- 3) introduce an offer of online courses and training programmes, including also more advanced forms (e.g. MOOC) and implement the e-recruitment process for the postgraduate education system
- 4) provide support to the teaching staff comprising procedural, technical and methodological assistance as well as potential to acquire and upgrade required teaching competences
- 5) implement a quality evaluation mechanism for postgraduate education and specify clearly defined principles for additional remuneration for courses and training programmes run by PULS employees
- 6) implement an active selling system of courses, training programmes and other forms of postgraduate education, including the Customer Relationship Management (CRM) system and market penetration activities
- 7) fully utilise and develop the potential of staff and facilities of the Complex of Life Science Schools in Poznań

4.1. Enhancing the international teaching and research offer of PULS

- 1) expand the education offer in foreign languages (1st and 2nd cycle studies and postgraduate programmes) in each of the leading disciplines at PULS
- 2) prepare comprehensive admission paths for studies and postgraduate programmes in foreign languages
- 3) improve the quality of administrative support for foreign students and staff, including an improvement of language skills of the administrative staff
- 4) implement mechanisms of education quality evaluation dedicated to foreigners (in a foreign language), including a comprehensive evaluation of education for graduates, etc.
- 5) develop the HR potential facilitating preparation of Master's theses and PhD dissertations by foreign students
- 6) initiate new and increase the number of existing international research projects involving leading scientific institutions, particularly in promising areas

4.2. Implementation of a support system for international students, participants and PhD students promoting their intercultural adaptation to the PULS community

- 1) increase the role of PULS assistants for foreigners providing support in administrative procedures and matters related to studying in Poland
- 3) implement an ambassador programme among foreign students
- 6) guarantee formation of international groups of students and PhD students (mixed groups within the framework of studies)

4.3. Implementation of a mobility support system for visiting foreign staff and outgoing PULS academic staff

- 4) streamline procedures related to foreign exchange for PULS staff, including procedures related with support for staff going abroad

5.1. Assurance of effectiveness of the implemented HR policy concerning scientific and teaching development paths

- 6) develop an operating model for the Doctoral School and ensure high quality education for young researchers
- 7) actively support preparation of implementation-based PhD dissertations thanks to extensive and close relations with partners from the business environment

6.3. Assurance of digital support integration into PULS management

- 4) implement the CRM system in the back office (knowledge management support), front office (promotion, commercialisation) and interactive CRM (relations, communication)
 - 5) prepare and implement an ICT system supporting the PULS system to assure and improve education quality
 - 7) implement tools facilitating systemic management of PULS infrastructure and finances, including also experimental stations
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The PULS Development Strategy in relation to the area of relations with the PULS environment

Vision development in the area of relations with the PULS environment

In 2027 PULS is one of the most recognisable life science and agricultural universities in Central and Eastern Europe. PULS employees are renowned experts engaged in scientific and business undertakings, while PULS is effectively promoted in the Internet and other media. The entire PULS community participates in the PULS communication and promotion plan. PULS alumni contribute to its promotion and development through maintained ties and mutually beneficial activities within the framework of the alumni programme.

PULS is the first choice academic centre in terms of expert opinions or consultations in the field of life sciences, agricultural and forestry sciences, economic sciences as well as engineering and technical sciences, while for entrepreneurs PLUS is the organisation where they search for innovations and new technologies. The PULS staff creates new opportunities to stimulate development of enterprises through implementation of research outcomes in the economy. Leaders of individual disciplines and research projects initiate contacts with the business, social and institutional environment, activating it to maintain cooperation with our University. For this reason PULS is a key scientific partner for government and self-government administration bodies as well as business, particularly in agriculture, forestry and the agri-food industry.

Our University establishes cooperation networks in Poznań and the Wielkopolska region, serving educational and cultural roles. PULS cooperates with schools and organises events dedicated to the local community. Through transfer of knowledge and inspiration PULS promotes social development while promoting maintenance of a harmonious relation with the natural environment.

PULS fosters active and organised relations with the social and business environment. The network of closely cooperating social and business partners is increasing continuously, generating ambitious joint projects focusing on the strategic priorities of our University.

Objectives and actions related to the realisation of the PULS vision in the area of relations with the PULS environment

Operational objective	Key actions in the area
1.1. Development of strong relations with public administration and local communities in the dissemination of knowledge and key PULS values	<ol style="list-style-type: none"> 1) review and select PULS solutions to be offered to local communities and public administration bodies 2) select appropriate channels to reach local communities and public administration bodies 3) develop and strengthen networks of partnerships with local communities, e.g. through cooperation with local government bodies, particularly with commune self-government bodies 4) strengthen cooperation with important administrative institutions at the self-government and national government levels, as well as other key institutions in the Wielkopolska region 5) conduct and monitor regular and diverse actions dedicated to local communities and administrative bodies (expert opinions, counselling services, events, podcasts, etc.) 6) intensify cooperation with the academic environment of Poznań, e.g. by participating in actions aiming at the establishment of a federation of Poznań universities, as well as foster good relations with other Polish agricultural and life science universities 7) expand the cultural offer provided by the Student Culture Centre and dedicated to all members of the PULS community as well as local communities
1.2. Establishment and maintenance of permanent relations with PULS graduates through an active alumni programme	<ol style="list-style-type: none"> 1) develop and implement an alumni programme 2) organise cyclical events dedicated to alumni or involving alumni 3) implement a mechanism to inform and involve prospective graduates in the programme already during their studies 4) expand the network of contacts with alumni thanks to actions and private contacts of Students' Self-government representatives 5) attract external partners to the programme and gain additional benefits for programme participants 6) strengthen relations between the PULS Alumni Association and the students' self-government 7) include foreigners in the alumni programme
1.3. Development and implementation of the PULS Promotion Strategy	<ol style="list-style-type: none"> 2) map key stakeholders of PULS together with selecting appropriate communication channels 3) develop a visual identification system (a brand book, templates of documents and presentations, principles of PULS brand usage, etc.) 4) develop a multi-language PULS information portal divided into areas dedicated to internal stakeholders (the Intranet), business (commercial offer) and local communities (popularisation) 5) apply for external funding to promote PULS in Poland and abroad 6) prepare PULS image and brand management procedures and PULS promotion 7) organise publicity promotional campaigns together with other Polish agricultural and life science universities

2.1. Establishment and implementation of a knowledge and information management system

- 1) develop procedures to collect information on realised projects and knowledge generated at PULS (e.g. research results, good practices, know-how, content for popularisation and dissemination) and identify sources of this knowledge, particularly within the PULS Competence Network
- 2) implement tools and mechanisms facilitating multiple and partly automated utilisation of knowledge generated and accumulated at PULS for the purpose of development, image, implementation and popularisation actions
- 3) improve and unify the PULS system to assure and improve education quality standards, particularly in terms of aggregation, processing and analysis of quantitative and qualitative data on the education process
- 4) implement a support system for the management decision making process through regular analytical and forecasting activities based on internal and external data

2.3. Verification and improvement of the teaching process management system

- 1) implement an efficient system to analyse fields of study in terms of stakeholders' expectations and effective implementation of corrective measures
- 2) implement a professional data analysis system concerning the education process, including analysis of stakeholders' needs, monitoring of outcomes, identification of problems and using advanced predictive and adaptive technologies based on machine learning

2.4. Further development of campus infrastructure and experimental stations

- 2) modernise the existing PULS infrastructure by erecting modern facilities or retrofitting existing infrastructure, which will facilitate introduction of novel technologies and installation of state-of-the-art scientific apparatus, teaching and sports equipment
- 3) improve performance of experimental stations in PULS organisation and management processes, including their role as economic entities supporting PULS through the revenue they generate
- 5) implement principles of sustainable development, introducing energy-efficient, low-emission and water conservation solutions, as well as increasing the utilisation of renewable energy sources, aiming at energy self-sufficiency

3.1. Adaptation of the PULS research offer to the needs of the business and social environment

- 1) improve the offer of scientific proposals by research teams in the form of a useful catalogue of services and areas of potential cooperation (emphasising their value for potential buyers)
 - 2) actively disseminate information on the offer of research and services, offered technologies, staff specialisation and available research apparatus, particularly through an extensive team of technology brokers
 - 3) identify and implement good practices in developing relations with potential ordering parties from the PULS environment as well as handling the realisation of commissioned research tasks and commercialisation of technologies
 - 4) standardise potential types of services related to PULS scientific activity as elements of the proposed University values
 - 5) identify potential recipients of PULS activity outcomes, key advantages of the offer as well as the mechanism to reach and establish direct relations with partners from the social and business environment
 - 6) enhance effectiveness of PULS scientists in the generation of outcomes of utilitarian value, particularly inventions and utility models
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3.2. Adaptation of the higher education offer to the needs of the labour market and social development

- 1) implement of a mechanism for regular analyses of labour market expectations (desk research analysis, active needs analyses concerning partners from the PULS environment)
- 2) enhance annual reviews of learning content within the framework of the higher education programme and update the content in accordance with the forecasted needs of the labour market as well as expectations and opinions of stakeholders
- 6) provide compatibility of offered learning content with objectives of sustainable development

3.3. Preparation of a modern education offer concerning postgraduate education, courses and training programmes as well as sports activity

- 2) generate an offer based on the conducted diagnosis of the training potential of PULS academic staff in relation to the diagnosis of needs of the social and business environment

4.1. Enhancing the international teaching and research offer of PULS

- 8) implement a programme to maintain contacts and foster relations with foreign graduates and former staff

5.1. Assurance of effectiveness of the implemented HR policy concerning scientific and teaching development paths

- 7) actively support preparation of implementation-based PhD dissertations thanks to extensive and close relations with partners from the business environment

5.3. Implementation of changes in the PULS institutional culture aiming at fostering relations with stakeholders

- 1) implement a system of incentives and appreciation of staff, promoting commitment in relations with stakeholders

6.3. Assurance of digital support integration into PULS management

- 4) implement the CRM system in the back office (knowledge management support), front office (promotion, commercialisation) and interactive CRM (relations, communication)
 - 7) implement tools facilitating systemic management of PULS infrastructure and finances, including also experimental stations
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The PULS Development Strategy in relation to the area of staff and organisation

Vision development in the area of staff and organisation

In 2027 PULS has a professional staff development centre, which comprehensively supports PULS employees in their accomplishments and in the development of their competences. Each employee is subjected to objective evaluation based on clearly defined criteria, universally binding standards as well as established priorities. Each employee is included in an individual development programme, in accordance with the system of competences and the system of values adopted within the PULS culture. The academic and administrative staff regularly use all available opportunities for international exchanges and study and training stays. Each employee is aware of their role in the PULS operations and his or her contribution to the PULS community is duly appreciated.

ICT solutions are implemented (databases, staff portals) supporting the development of talents, monitoring scientific and teaching accomplishments, as well as personal career paths of employees. These solutions promote optimal management decisions concerning individual disciplines and fields of study as well as optimised performance of the PULS administration. Each PULS stakeholder has an adequate and clearly defined access to PULS online resources.

Our University is a friendly institution for all stakeholders. Administrative procedures are simple and transparent for all users. PULS is committed to provide amenities for individuals with disabilities. Each employee is treated respectfully and kindly regardless of their degree or scientific title. Our University actively involves stakeholders in the PULS life, showing interest in their ideas to develop and rationalise it.

Internal and external communication within PULS is systematically ordered, effective and multi-directional – all information is promptly provided to appropriate recipients.

The PULS administration is provided comprehensive support using ICT technologies, the document flow is digitised and handling of most repeatable issues is automated. Classes and lectures are given in modern facilities, using state-of-the-art equipment and technologies. The PULS campus is adapted to the needs of staff, PhD students and students with disabilities. High quality wireless network is available everywhere in the PULS facilities.

Objectives and actions related to the realisation of vision in the area of staff and organisation

Operational objective	Key actions in the area
1.1. Development of strong relations with public administration and local communities in the dissemination of knowledge and key PULS values	<ul style="list-style-type: none"> 2) select appropriate channels to reach local communities and public administration bodies 3) develop and strengthen networks of partnerships with local communities, e.g. through cooperation with local government bodies, particularly with commune self-government bodies 4) strengthen cooperation with important administrative institutions at the self-government and national government levels, as well as other key institutions in the Wielkopolska region 5) conduct and monitor regular and diverse actions dedicated to local communities and administrative bodies (expert opinions, counselling services, events, podcasts, etc.) 6) intensify cooperation with the academic environment of Poznań, e.g. by participating in actions aiming at the establishment of a federation of Poznań universities, as well as foster good relations with other Polish agricultural and life science universities 7) expand the cultural offer provided by the Student Culture Centre and dedicated to all members of the PULS community as well as local communities
1.2. Establishment and maintenance of permanent relations with PULS graduates through an active alumni programme	<ul style="list-style-type: none"> 1) develop and implement an alumni programme 4) expand the network of contacts with alumni thanks to actions and private contacts of Students' Self-government representatives 5) attract external partners to the programme and gain additional benefits for programme participants 6) strengthen relations between the PULS Alumni Association and the students' self-government
1.3. Development and implementation of the PULS Promotion Strategy	<ul style="list-style-type: none"> 1) conduct an audit of the current PULS image management and promotion of the PULS offer 2) map key stakeholders of PULS together with selecting appropriate communication channels 3) develop a visual identification system (a brand book, templates of documents and presentations, principles of PULS brand usage, etc.) 4) develop a multi-language PULS information portal divided into areas dedicated to internal stakeholders (the Intranet), business (commercial offer) and local communities (popularisation) 5) apply for external funding to promote PULS in Poland and abroad 6) prepare PULS image and brand management procedures and PULS promotion 7) organise a long-term publicity promotional campaign together with other Polish agricultural and life science universities
2.1. Establishment and implementation of a knowledge and information management system	<ul style="list-style-type: none"> 1) develop procedures to collect information on realised projects and knowledge generated at PULS (e.g. research results, good practices, know-how, content for popularisation and dissemination) and identify sources of this knowledge, particularly within the PULS Competence Network

- 2) implement tools and mechanisms facilitating multiple and partly automated utilisation of knowledge generated and accumulated at PULS for the purpose of development, image, implementation and popularisation actions
- 3) improve and unify the PULS system to assure and improve education quality standards, particularly in terms of aggregation, processing and analysis of quantitative and qualitative data on the education process
- 4) implement a support system for the management decision making process through regular analytical and forecasting activities based on internal and external data

2.2. Implementation of tools and procedures of professional research management

- 1) enhance the acquisition of financing for research from Polish and foreign sources, particularly through an effective system of incentives and support for PULS staff
- 2) develop an optimal model for cooperation of the scientific staff and administration in acquisition and realisation of research projects, thus reducing the load of administrative and organisational responsibilities of researchers
- 3) promote specialisation of administrative staff in supporting specific types of projects and facilitate hiring of external experts
- 4) enhance competences of staff supporting academic teachers in realisation of research projects at departments, which closely cooperate with the central administration
- 5) implement an integrated ICT system facilitating realisation of research projects and their management
- 6) expand a comprehensive repository of open research data and provide easy access to full information on conducted research, accomplishments and competences (scientific and practical) of individual researchers and research teams
- 7) develop and implement a networking mechanism for potential researchers, scientific and business partners based on data from the repository (an integrated system including the employee performance appraisal process, as well as other support systems for management of scientific activity – PBN, POL-on, the library scientific information system, etc.)
- 8) implement digitisation of procurement and tender processes and accelerate continuous procurement of supplies through the fast track procedure for predefined orders (“in-house online shop”)
- 9) aggregate data on available research infrastructure and facilitate utilisation of research equipment by scientists from various PULS units and by external entities (sharing infrastructure and equipment)
- 10) supplement research infrastructure, apparatus, equipment and laboratory certification, etc. with elements required to realise PULS research objectives, in accordance with the PULS investment plan
- 11) implement an early review programme for research projects supported by rewards for reviewers (an expert panel)

2.3. Verification and improvement of the teaching process management system

- 1) implement an efficient system to analyse fields of study in terms of stakeholders’ expectations and effective implementation of corrective measures

- 2) implement a professional data analysis system concerning the education process, including analysis of stakeholders' needs, monitoring of outcomes, identification of problems and using advanced predictive and adaptive technologies based on machine learning
- 3) identify sources of data required for monitoring, accumulation and analysis of information on the education process
- 4) implement mechanisms automating data monitoring, collection and analysis (e.g. algorithms analysing survey results, including also data from previous years)
- 5) conduct consultations on methodology concerning systemic analyses of education quality
- 6) increase the use of advanced technologies in the teaching process, including e.g. artificial intelligence, augmented reality, virtual laboratories, etc. as well as other technologies enhancing access to education for people with special needs
- 7) streamline procedures within the PULS system for education quality assurance and upgrading, limiting red tape in favour of automation and optimal utilisation of available data

2.4. Further development of campus infrastructure and experimental stations

- 1) establish an attractive and environmentally friendly PULS campus
- 2) modernise the existing PULS infrastructure by erecting modern facilities or retrofitting existing infrastructure, which will facilitate introduction of novel technologies and installation of state-of-the-art scientific apparatus, teaching and sports equipment
- 3) improve performance of experimental stations in PULS organisation and management processes, including their role as economic entities supporting PULS through the revenue they generate
- 4) develop green infrastructure on the campus and in experimental stations, as well as improve the esthetic standard of these facilities
- 5) implement principles of sustainable development, introducing energy-efficient, low-emission and water conservation solutions, as well as increasing the utilisation of renewable energy sources, aiming at energy self-sufficiency

3.1. Adaptation of the PULS research offer to the needs of the business and social environment

- 1) improve the offer of scientific proposals by research teams in the form of a useful catalogue of services and areas of potential cooperation (emphasising their value for potential buyers)
 - 2) actively disseminate information on the offer of research and services, offered technologies, staff specialisation and available research apparatus, particularly through an extensive team of technology brokers
 - 3) identify and implement good practices in developing relations with potential ordering parties from the PULS environment as well as handling the realisation of commissioned research tasks and commercialisation of technologies
 - 4) standardise potential types of services related to PULS scientific activity as elements of the proposed University values
 - 5) identify potential recipients of PULS activity outcomes, key advantages of the offer as well as the mechanism to reach and establish direct relations with partners from the social and business environment
 - 6) enhance effectiveness of PULS scientists in the generation of outcomes of utilitarian value, particularly inventions and utility models
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3.2. Adaptation of the higher education offer to the needs of the labour market and social development

- 1) implement of a mechanism for regular analyses of labour market expectations (desk research analysis, active needs analyses concerning partners from the PULS environment)
- 5) implement a cohort study system, including questionnaire surveys of the same individuals upon commencement of studies (analysis of expectations) and upon graduation (assessment and opinion survey)
- 7) develop and implement a long-term concept of distance and hybrid learning
- 8) monitor and analyse potential for implementation of a block scheduling system for classes and lectures at PULS
- 9) expand and modernise teaching facilities in response to the requirements of an updated study offer, including their accessibility for students and participants with special needs
- 10) revise and increase availability of quality, up-to-date teaching materials, including textbooks and databases, as well as sports facilities required for a high-quality teaching process

3.3. Preparation of a modern education offer concerning postgraduate education, courses and training programmes as well as sports activity

- 1) define clearly specified requirements concerning the creation and execution of courses, training programmes and other forms of postgraduate education, in particular technical, procedural and financial guidelines, etc.
- 2) generate an offer based on the conducted diagnosis of the training potential of PULS academic staff in relation to the diagnosis of needs of the social and business environment
- 3) introduce an offer of online courses and training programmes, including also more advanced forms (e.g. MOOC) and implement the e-recruitment process for the postgraduate education system
- 4) provide support to the teaching staff comprising procedural, technical and methodological assistance as well as potential to acquire and upgrade required teaching competences
- 5) implement a quality evaluation mechanism for postgraduate education and specify clearly defined principles for additional remuneration for courses and training programmes run by PULS employees
- 6) implement an active selling system of courses, training programmes and other forms of postgraduate education, including the Customer Relationship Management (CRM) system and market penetration activities
- 7) fully utilise and develop the potential of staff and facilities of the Complex of Life Science Schools in Poznań

4.1. Enhancing the international teaching and research offer of PULS

- 2) prepare comprehensive admission paths for studies and postgraduate programmes in foreign languages
 - 3) improve the quality of administrative support for foreign students and staff, including an improvement of language skills of the administrative staff
 - 4) implement mechanisms of education quality evaluation dedicated to foreigners (in a foreign language), including a comprehensive evaluation of education for graduates, etc.
 - 5) develop the HR potential facilitating preparation of Master's theses and PhD dissertations by foreign students
 - 7) involve foreign young researchers in the acquisition of research grants, e.g. by preparing a comprehensive application path (instructions) in a foreign language
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4.2. Implementation of a support system for international students, participants and PhD students promoting their intercultural adaptation to the PULS community

- 1) increase the role of PULS assistants for foreigners providing support in administrative procedures and matters related to studying in Poland
- 2) enhance intercultural integration through regular meetings and events, immersion in other cultures (cuisine, etc.), promotion of Polish culture and Polish language lessons
- 3) implement an ambassador programme among foreign students
- 4) introduce foreign language signage at the PULS campus
- 5) translate into English and on an on-going basis update templates of documents, regulations, etc. as well as ensure translation of important texts, notices or announcements (also in social media) on an on-going basis
- 7) streamline procedures related to foreign exchange for PULS students and PhD students, including procedures related to support for these students and PhD students

4.3. Implementation of a mobility support system for visiting foreign staff and outgoing PULS academic staff

- 1) expand the role of assistants for foreigners at PULS providing support in administrative procedures and concerning living and housing conditions related to their work in Poland
- 2) develop and implement relocation packages for foreign academic staff (guaranteed temporary accommodation, support in the organisation of their stay, schools for children, comfort when adaptation to new living conditions, etc.)
- 3) develop and actively promote offers of internships or jobs for foreign staff
- 4) streamline procedures related to foreign exchange for PULS staff, including procedures related with support for staff going abroad

5.1. Assurance of effectiveness of the implemented HR policy concerning scientific and teaching development paths

- 1) improve rules governing the process of on-going monitoring of progress, stimulation and rewarding performance of staff
- 2) develop effective principles for periodical evaluation of academic staff – develop requirements and criteria of evaluation compatible with PULS internal policies, e.g. evaluation of research quality
- 3) develop competence of academic staff (including the management staff) through short- and long-term internships, training programmes and workshops, as well as other effective professional development forms, realised in a regular and coordinated manner
- 4) create a system to identify, acquire and support young researchers, e.g. within the grant application process and based on efficient research
- 5) conduct a diagnosis of needs for support among PhD students and other young researchers at PULS
- 6) develop an operating model for the Doctoral School and ensure high quality education for young researchers

5.2. Assurance of effectiveness of the implemented HR policy concerning the administrative development path

- 1) adapt the employment structure to the University objectives – verify and standardise the description of responsibilities for respective positions
- 2) establish competence models for key groups of positions for the administrative path
- 3) determine competences and development paths for administration workers specialising in research support

- 4) introduce effective principles for periodic evaluation of support staff – specify clearly defined requirements and evaluation criteria
- 5) introduce rules for the evaluation process as well as a system of progress monitoring and rewarding performance of individual employees and teams
- 6) implement a standard promoting direct work of leaders with teams they supervise as well as support for individual development plans
- 7) develop competences of administration staff (including management staff) through training programmes, workshops and other effective professional development forms

5.3. Implementation of changes in the PULS institutional culture aiming at fostering relations with stakeholders

- 1) implement a system of incentives and appreciation of staff, promoting commitment in relations with stakeholders
- 2) introduce a uniform system of communication at PULS (standards of communication, templates of correspondence and other good practices)
- 3) conduct series of workshops for staff, ensuring understanding and implementation of good practices and values of the PULS stakeholder-oriented culture
- 4) organise integration events for selected groups of stakeholders as well as identify and implement practices promoting successes of PULS stakeholders
- 5) enhance effectiveness of mechanisms countering mobbing and all signs of discrimination at PULS

6.1. Introduction of good practices in terms of professional administration management in the PULS institutional culture

- 1) implement necessary improvements in communication and cooperation between administration and academic staff
- 2) implement a programme involving the support staff in the process of PULS development and improvement as an element of the University management standard
- 3) unify standards of administrative processes, documentation and procedures at PULS
- 4) ensure management of organisational knowledge in the PULS administration – substitutability of staff members in their functions and availability of needed information
- 5) create a platform and organise meetings to facilitate exchange of expertise between various departments of central administration, as well as faculty and department administration
- 6) implement a mechanism of regular evaluation of administration performance
- 7) secure a stable budget for PULS thanks to diversified sources of additional non-subvention funds
- 8) streamline financial management at the university level as well as within all its organisational units

6.2. Implementation of advanced tools and ICT platforms supporting PULS management

- 1) establish a digitisation policy for the support system at PULS – define goals, scopes and a cohesive framework for utilisation of ICT tools as well as ensure their availability
- 2) develop organisational assumptions as well as processing and functional requirements of the systems
- 3) identify and describe selected internal processes at PULS to adapt ICT support or automation

- 4) acquire and involve technological and professional partners as well as implement selected solutions at PULS
- 5) expand the ICT support system at PULS and provide the capacity to develop and maintain implemented ICT systems, appoint coordinating structures (permanent teams, project teams and proxies)

6.3. Assurance of digital support integration into PULS management

- 1) implement an integrated ICT system (ERP system) in Intranet functions (accounting, finance, procurement, taxes, etc.) and the HR module
 - 2) prepare and implement the concept of digital dashboard functionality (a single access point to all data) for users within the Integrated ICT System
 - 3) implement a system for electronic document flow
 - 4) implement the CRM system in the back office (knowledge management support), front office (promotion, commercialisation) and interactive CRM (relations, communication)
 - 5) prepare and implement an ICT system supporting the PULS system to assure and improve education quality
 - 6) prepare and implement a support system for research management
 - 7) implement tools facilitating systemic management of PULS infrastructure and finances, including also experimental stations
 - 8) prepare and implement a mobile application for stakeholders (a virtual tour of PULS, internal communication, timetables, booking of classrooms, etc.)
 - 9) provide training for users and involve key groups of stakeholders in the implementation process
 - 10) ensure a transparent system of authorisations and access to the PULS digital resources for PULS stakeholders
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