



# UNIVERSITY OF SILESIA IN KATOWICE – DEVELOPMENT STRATEGY 2012-2020





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IN KATOWICE –  
DEVELOPMENT STRATEGY  
2012-2020



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Dear Sirs and Madams

It is with great pleasure that I present you with this document entitled *University of Silesia in Katowice – development strategy 2012-2020*, approved by the University of Silesia Senate on a session dated 24 January 2012.

The Strategy is intended to outline future-oriented growth trends of the University of Silesia with the aim of quickly responding to the ever-emerging challenges of the new times and strengthening the University's position in Poland and abroad.

The document you are presented with follows an analysis and assessment of the situation of the University, measures it has undertaken so far and projected civilisational growth of Poland, Europe and the world, as set forth in the documents *Europe 2020 – a strategy for smart, sustainable and inclusive growth*, and in Poland's *National Reform Programme*. The Strategy presents challenges which have been given high priority in view of the future of the University of Silesia, and provides specific solutions to the dilemmas we will be facing.

Alongside the *Mission Statement of the University of Silesia*, adopted on 20 May 1997, and with reference to resolutions of the Senate\* passed to date and outlining directions for actions undertaken by the University, the Strategy presents a comprehensive vision of the development of the University of Silesia until the year 2020. Correlated with the strategy are main priorities, transversal key tasks, strategic and operational objectives, types of action, and instruments necessary for the implementation thereof, which reflect the *Medium-Term National Development Strategy 2020*, and in particular the following strategies: *Innovation and Effectiveness of the Economy, Regional Development, Human Capital Development, and Social Capital Development*.

A live and substantive debate on the strategy of our University has brought numerous precious conclusions and comments. I would hereby like to express my cordial thanks to everyone who actively participated in the discussions and helped determine the form of the *University of Silesia in Katowice – development strategy 2012-2020*, and in particular the Vice-Rectors, Faculty Deans, as well as Presidents and Members of Senate Commissions.

This document would not have been created had it not been for great involvement of Prof. Janusz Janeczek, Rector of the University of Silesia in years 2002-2008, and Dr. Magdalena Ochwat, both of whom I wish to thank.

When not accompanied by an action plan, any goals are mere dreams. Together with an action plan, goals will help us fulfil our dreams, thus leading to an even more modern, open and innovative University, making efficient use of human and material resources, and being successful in all areas of its activity. I am convinced that implementation of the Strategy will contribute to continued sustainable development of the University.



Prof. Wiesław Banś  
Rector of the University of Silesia

\**University of Silesia in Katowice – development strategy 2012-2020* has been created based on resolutions of the Senate which have been passed to date, e.g. Resolution No. 41 of the University of Silesia Senate of 6 April 2004 on key directions for the development of infrastructure of the University of Silesia in the years 2005-2010; Resolution No. 56 of the University of Silesia Senate of 25 January 2005 on establishment of Distance Learning Centres; Resolution No. 39 of the University of Silesia Senate of 7 November 2006 on acquisition of an Integrated IT Facilitating Governance of the University; Resolution No. 11 of the University of Silesia Senate of 2 December 2008 on adoption of a long-term investment plan for a Project „Interuniversity Silesian Centre for Education and Interdisciplinary Research”; Development Programme for the University of Silesia for the years 2008-2015 „University as a partner in knowledge-based economy”. Part I: Natural and exact sciences of 4 March 2008.



## Introduction

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Thinking about the future in terms of opportunities and threats is a necessary condition for the existence and growth of each institution, university included. Timeless objectives of the University of Silesia are set forth in its Mission Statement. However, changing social and economic conditions create a need for determining strategic objectives subordinate to the Mission Statement and Vision, and ways of accomplishment thereof. Therefore, it became essential that a mid-term strategy setting out directions for the development of the University of Silesia until 2020 should be drawn up.

In times of globalisation, development strategy of the University of Silesia must correlate with fundamental directions for the development of universities in Europe and around the world. These in turn reflect short- and long-term objectives and challenges that societies are facing and that are set forth in development strategies of various, respective, countries.

Poland's National Development Strategy for the period until 2030 has been set forth in the document *Poland 2030. Third wave of modernity. Long-Term National Development Strategy* and in the *National Reform Programme*. Development trends set out therein stem from global, European and Polish determinants of civilisational growth, and combine EU objectives with Poland's domestic priorities. The European context thereof has been presented in the document *Europe 2020 – a strategy for smart, sustainable and inclusive growth*, which is a point of reference for strategy *Poland 2030 and University of Silesia – development strategy for the years 2012-2020*.



The document *Europe 2020 – a strategy for smart, sustainable and inclusive growth* places emphasis on the need for cooperation between the Member States, aimed at exiting from the crisis. It also stresses the need for reforms in five areas: employment, education, research/innovation, social inclusion and climate/energy.

To achieve the objectives, the EU puts forward three mutually reinforcing priorities, i.e.:

- **Smart growth** – based on knowledge, education, innovation and digitisation.
- **Sustainable growth** – transforming the EU into a highly competitive, more resource-efficient and greener economy.
- **Inclusive growth** – fostering a high-employment economy and empowering people and encouraging acquisition of new skills and competences.

Realisation of these priorities will be measured EU-wide, taking into account indicators in the five key areas specified above, assuming that in/by 2020 they will have achieved the following targets:

- **Employment** – employment rate of 75% for the 24-64 years age group.
- **Research/innovation** – 3% of EU GDP (combined public and private investments).
- **Education** – reducing early school leaving rates to less than 10% and increasing to at least 40% the share

of 30-34 year olds who have a tertiary degree or an equivalent qualification.

- **Social inclusion** – reducing by at least 20 million the population at risk of poverty or social exclusion.
- **Climate change/energy** – reducing greenhouse gas emissions by at least 20% compared to 1990 levels; increasing the share of renewable energy sources in total energy consumption to 20%; and increasing energy efficiency by 20%.

To reach these targets, the European Commission has developed the following instruments: *National Reform Programmes* and *7 Flagship Initiatives*.

The Flagship Initiatives for the three aforementioned priorities are as follows:

#### **Smart growth:**

- Digital Agenda for Europe.
- Innovation Partnership.
- Youth on the move.

#### **Sustainable growth:**

- A resource-efficient Europe.
- Industrial Policy for a Globalised Era.

#### **Inclusive growth:**

- Agenda for new skills and jobs.
- The European Platform Against Poverty and Social Exclusion.

Poland's *National Reform Programme* is part of a broader initiative intended to develop an effective system shaping the country's policy.

General framework for the new cross-sectoral development has been established by *Poland 2030. Third wave of modernity. Long-Term National Development Strategy, The National Spatial Development Concept and the National Spatial Development Plan*.

Until 2020, the most important strategic documents will be the *Medium-Term National Development Strategy, National Reform Programme for the Implementation of the Europe 2020 Strategy* and nine integrated strategies:

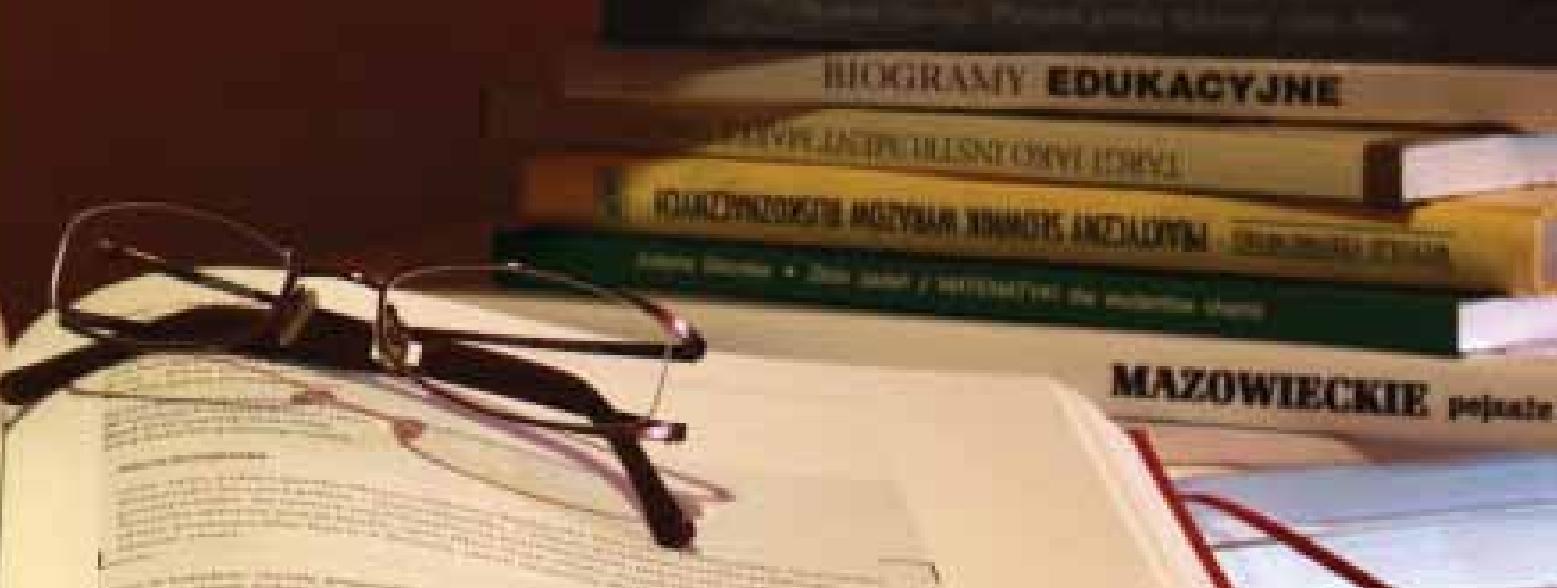
- 1. Strategy for Innovation and Efficiency of the Economy.**
- 2. Human Capital Development Strategy.**
- 3. Transport Development Strategy.**
- 4. Energy Security and the Environment.**
- 5. Efficient State.**
- 6. Social Capital Development Strategy.**
- 7. National Strategy of Regional Development 2010-2020. Regions, cities, rural areas.**
- 8. Strategy for Development of the National Security System.**
- 9. 9. Strategy for Sustainable Development of Rural Areas, Agriculture and Fisheries.**

(as set forth in the National Reform Programme, April 2011)

As is the case with the cross-sectoral vision set forth in the strategic document *Poland 2030. Third Wave of Modernity. Long-Term National Development, The National Reform Programme*

makes no provision for a separate development strategy for Poland's higher education. Strategic and operational objectives set out in the *Strategy for Higher Education System Development*, drawn up jointly by the Conference of Rectors of Academic Schools in Poland (CRASP), Polish Rectors Foundation (PRF), Conference of Rectors of Polish Non-University HEIs (KRZaSP), Conference of Rectors of Public Higher Vocational Education Schools (KRePSZ), as well as in development strategies elaborated by individual HEIs, constitute elements of the aforementioned integrated strategies, especially the *Human Capital Development Strategy, Social Capital Development Strategy and Strategy for Innovation and Efficiency of the Economy*.

Strategic objectives to be attained by Poland by 2020, set forth in the *National Reform Programme* in the context of objectives listed in the document *Europe 2020 – a strategy for smart, sustainable and inclusive growth*, are presented in the following diagram:



## BOTTLENECKS TO GROWTH IDENTIFIED FOR POLAND

High structural deficit of public finance	Insufficient general level of investment expenditures	Excessive regulatory and administrative burdens	Low level of labour supply combined with inadequate labour structure	Insufficient innovation capabilities of enterprises
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## PRIORITY AREAS OF THE NATIONAL REFORM PROGRAMME

Infrastructure for sustainable growth (catching - up)	Innovation for smart growth (building new competitive advantages)	Activity for inclusive growth (building new competitive advantages)
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## EUROPE 2020 STRATEGY TARGETS

75% employment level (age group of 20 – 64 years)	3% EU GDP for R&D investments	20/20/20 targets for climate and energy	Less than 10% of early school leavers; at least 40% of young generation with higher education completed	Decrease of number of people at risk of poverty or social exclusion by 20 million
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## NATIONAL TARGETS ADOPTED BY POLAND

71% employment (age group of 20 – 64 years)	1.7% EU GDP for R&D investments	Decrease of primary energy use to app. 96 Mtoe Increase of renewable energy sources share, reduction of carbon dioxide emission	Decreasing to 4.5% the percentage of early school leavers; increasing to 45% the percentage of people with higher education in the 30-34 age group	Lowering of people at risk of poverty and/or exclusion and/or living in households of working people or of low labour intensity by 1.5 million
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Source: National Reform Programme of Poland, April 2011



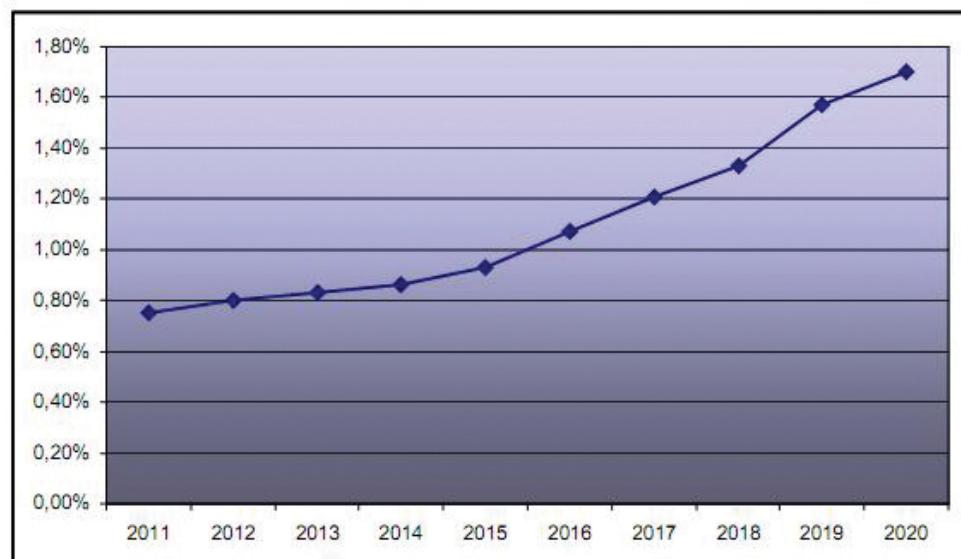
The University attaches great importance to declarations on increase in expenditure on research and development (Table 1): "Increasing value of R&D expenditures ratio will result from a growing role of such expenditures in the economic policy of the government, as well as from the expected change in the cohesion policy paradigm, allowing for greater investments in research and innovation, and from a growing importance of research and innovation in enterprises as a source of competitive advantages. The governmental policy, encouraging an increase of private expenditure for R&D, should result in 50% share of such expenditures by 2020" (source: Ministry of Science and Higher Education).

Table 1: Projected national expenditures on R&D in 2011-2020 (% of GDP)

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
% share	0,75	0,80	0,83	0,86	0,93	1,07	1,21	1,33	1,57	<b>1,70</b>

Source: Ministry of Science and Higher Education

Chart 1: R&D expenditure in Poland in 2011-2020 (% GDP)



Source: Ministry of Science and Higher Education



The objectives outlined in the document University of Silesia in Katowice – development strategy for the years 2012-2020 result from the aforementioned global, European and domestic determinants. They can be summarised in the following five key objectives:

- ***Increasing the number of University of Silesia graduates at all levels of study;***
- ***Improving the quality and relevance of human capital at the University;***
- ***Strengthening interaction between education, research and business in the knowledge triangle;***
- ***Creating effective management and financing mechanisms that are conducive to premium quality;***
- ***Internationalisation of research and programmes, and increasing academic mobility.***

The aforementioned key tasks are a natural consequence of the determinants referred to above and should thus determine main courses of action for European universities in the nearest future.

The key tasks pursue the University's main interpenetrating priorities which are correlated – in different aspects – with three foundations and their respective Flagship Initiatives under the Europe 2020 strategy:

- ***Modern*** (Digital Agenda for Europe, Innovation Union).
- ***Open*** (Digital Agenda for Europe, Youth on the move, Innovation Union,

An Agenda for new skills and jobs).

- ***Innovative*** (Innovation Union, Digital Agenda for Europe).

The key tasks are pursued under four strategic objectives of the University:

- ***Strong research teams and world-class research;***
- ***Innovative education and modern programmes;***
- ***Active cooperation between the University and its environment;***
- ***System-based management of the University;***

specified more precisely in 77 operational objectives.

The most important elements of these are presented below.

Under the key task – ***Increasing the number of University of Silesia graduates at all levels of study***, we are going to focus in particular on:

- optimising educational paths for upper secondary school students;
- increasing the diversity and flexibility of modes of study (part-time, modular, postgraduate, lifelong learning and various combinations of the aforementioned);
- maintaining balance between egalitarian and elitist education;
- using and developing modern computer and information technologies for more



- individualised education in the form of e-learning and blended learning;
- including domestic and international academic mobility in curricula;
- striving for recognition of knowledge and skills acquired outside the University, in Poland or abroad, through a system-based use of ECTS credit points, combined with a diploma supplement, and a description of qualifications in accordance with the National and European Qualifications Framework;
- increasing access to university education for candidates from underrepresented social groups, especially the disabled;
- creating systems for recognition of knowledge, competences and experience obtained outside formal education through implementation of the National Qualifications Framework connected with the European Qualifications Framework and respective specifications;
- improving systems monitoring alumni career paths.

Under the key task – ***Improving the quality and relevance of human capital at the University***, we are going to focus in particular on:

- systems monitoring education and research quality;
- reward systems for staff with the highest scientific, teaching or organisational accomplishments, including achievements

in the following fields: raising research funds, internationalisation of programmes, creating or conducting programmes answering the needs of the University's environment;

- reward systems for staff developing their knowledge and qualifications in fields needed for improved functioning of the University.

Under the key task – ***Strengthening interaction between education, research and business in the knowledge triangle***, we are going to focus in particular on:

- skills in the field of creativity, entrepreneurship and innovation;
- programme partnership in regard of research and education, and cooperation with the University's broadly understood environment, including business;
- interdisciplinary research and interinstitutional cooperation;
- involvement in development of local and regional development plans, preparation of expert opinions for partners representing the University's environment;
- interuniversity and interinstitutional regional centres of excellence.

Under the key task – ***Creating effective management and financing mechanisms that are conducive to premium quality***, we are going to focus in particular on:

- evaluation systems, leading to identification of University leaders, both teams and individuals;
- mechanisms for supporting and rewarding leadership – also financially – in regard of research, education, internationalisation, innovation, commercialisation and cooperation with stakeholders;
- IT systems facilitating governance of the University.

Under the key task – ***Internationalisation of research and programmes, and increasing academic mobility***, pursued as part of each of the aforementioned objectives, we are going to focus in particular on:

- cooperation under international research and educational projects and scientific networks brought together under the European Research Area (ERA) and European Higher Education Area (EHEA);
- cooperation leading to joint doctorates;
- programmes leading to joint, double and multiple diplomas;
- facilitating recognition of knowledge and qualifications obtained abroad.

The document presenting strategic directions for the development of the University of Silesia for the years 2012-2020 ought to provide guidelines for planning the activity of different organisational and administrative units within the University. Intertwining

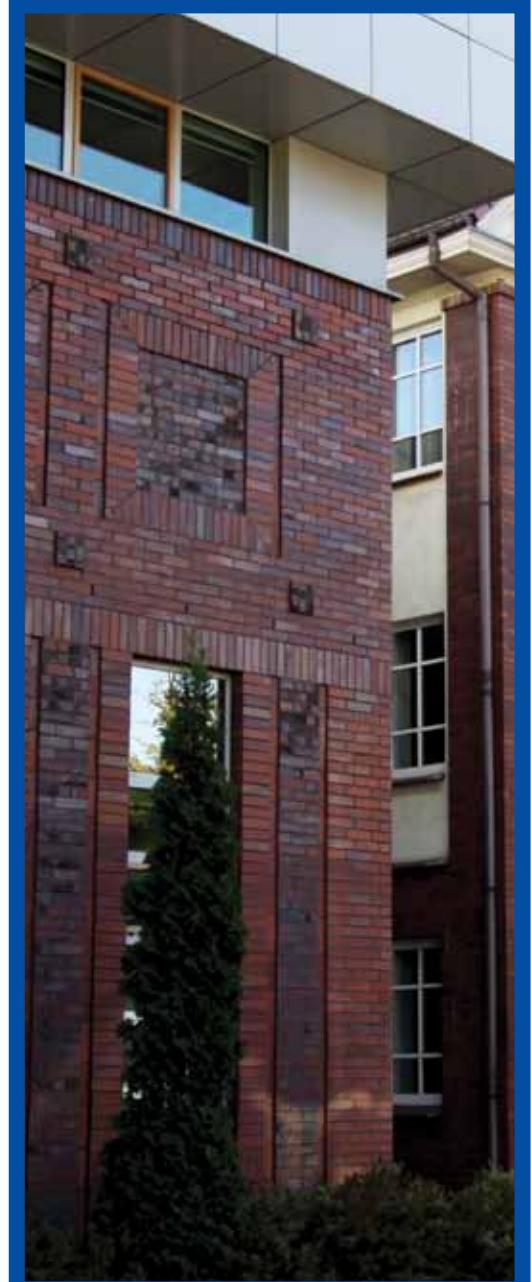
the university-wide Strategy with development strategies created by various units within the University will ensure coherence between all initiatives and actions undertaken at the University. Hence, next step will be to draw up development strategies of faculties, independent non-faculty units and central administration departments. However, allowances should be made for the fact that rapid changes in the University's environment may soon cause a need for modifications in the proposed objectives. Therefore, the University's Strategy must be treated as an open concept.

Actions undertaken by the University should result in highlighting features that help to make the University stand out, i.e. such teams of researchers and academic teachers and such forms of activity that the University will be associated with in Poland and abroad.

Realisation of strategic objectives will coincide with a difficult economic situation in Europe and demographic decline in Poland. The economic crisis may cause a shortage of funds for development, growing difficulty in raising funds, and a surge in cost of functioning of the University. The demographic decline will result in decreased enrolment levels, affecting especially part-time programmes and those programmes which already have limited popularity among candidates. Given these factors and increasing competitiveness of the broadly understood environment, the Strategy proposes a new development project for the University.

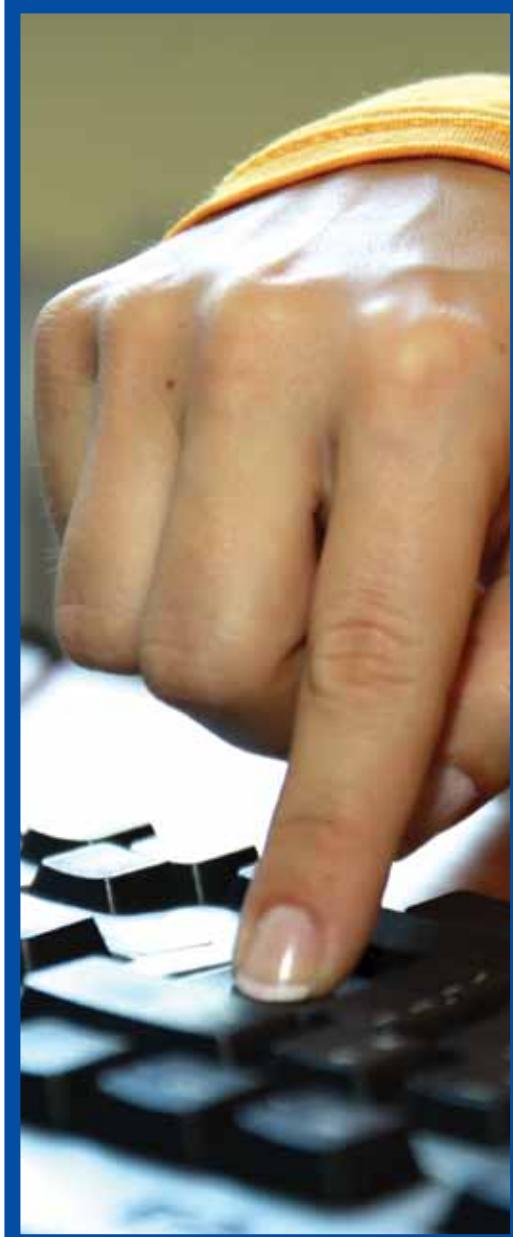
The strategic objectives, as set out in this document and reflected in operational objectives and sub-objectives, are supposed to foster dynamic development of the University through releasing creativity of the employees and students, creating optimal conditions for studying and conducting research, and being receptive to needs of the University's environment.

After all, to paraphrase Ludwig von Mises, the University is joint action and cooperation in which each participant sees the other partner's success as a means for the attainment of his own.



# Vision

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The University of Silesia is dynamically growing and playing an increasing role in changing the image of the region that it is based in through its own actions and actions taken by its alumni. The significance and prestige of the University is in the increase. While we have already seen positive changes, we continue to strive to make the University even better, and to make it a University of European interest.

We envisage the University of Silesia as an internationally famous research university, homogeneous in terms of research and teaching excellence.

We envisage it as a university whose distinctive features, i.e. openness, modernity and innovation, reflect priorities of the European higher education and research area.

We envisage it as a university promoting innovative and lifelong learning – interdisciplinary, holistic, personalised, student-focused, and using the latest technologies. A university providing its alumni with knowledge and skills that increase their chances of having a satisfying career and at the same time encourage citizenship and community-mindedness.

We envisage it as a university in which strong research teams undertake research problems of cognitive relevance and high applicability, and thus facilitate scientific advances and economic development.

We envisage it as an international university, abounding in multicultural students and lecturers.

We envisage it as a university with *genius loci* – perceived as a meeting point and a place to exchange ideas. A university actively cooperating with its partners, sharing its knowledge, wisdom and expe-



rience with the local and international community, as well as with the nation. Hence, we see it as a university having a significant impact on the widely understood socio-economic environment through which the University extends and strengthens its efforts.

We envisage it as a modern institution, characterised by good, system-based governance, in which all initiatives are undertaken for the common good and greater awareness of the University.

Whereas the University of Silesia is neither the oldest nor the largest university, it can become the most modern one and one of the best. This is what we are striving for!



# VISION MISSION STATEMENT

## STRATEGIC OBJECTIVES OF THE UNIVERSITY OF SILESIA

**Strong research teams and world-class research**

**Innovative education and modern programmes**

**Active cooperation between the university and its environment**

**System-based management of the university**

### Main focus of the University of Silesia

Modernity and openness

Innovation and creativity

Efficient use of resources

Investing in human capital

Effective competition

Lifelong learning

Raising finance from external sources

World-class research and education

Interdisciplinary research and education

Internationalisation of research and programmes, and increasing academic mobility

Individualised teaching, talent identification and equal educational opportunities

Strengthening interaction between education, research and business in the knowledge triangle

Graduates sought after on the market

University infrastructure development

# Strategic objectives of the University of Silesia

**STRATEGIC OBJECTIVE 1**  
STRONG RESEARCH TEAMS  
AND WORLD-CLASS RESEARCH

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**STRATEGIC OBJECTIVE 2**  
INNOVATIVE EDUCATION AND MODERN  
PROGRAMMES

**STRATEGIC OBJECTIVE 3**  
ACTIVE COOPERATION BETWEEN  
THE UNIVERSITY AND ITS ENVIRONMENT

**STRATEGIC OBJECTIVE 4**  
SYSTEM-BASED MANAGEMENT  
OF THE UNIVERSITY

# STRATEGIC OBJECTIVE

## 1.

### STRONG RESEARCH TEAMS AND WORLD-CLASS RESEARCH

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The University of Silesia conducts research in many disciplines and fields of study, including the humanities, social sciences, natural sciences and technology, as well as interdisciplinary research. Although the research we carry out is predominantly basic research, some of it is also application-oriented. As evidenced by measurable and non-measurable indicators of academic and scientific career development and growing prestige of the University as an important academic and research centre in Poland, the contribution of our scholars and scientists to the advancement of science continues to grow. Regardless, we are yet to catch up with leading European research universities and hence strive to make the research we conduct be of world-class quality. One way to achieve this is by carrying out research reflecting global development trends in various scientific disciplines and raising important scientific, social and economic problems. This, however, means that various systems and forms of supporting the best, internationally-renowned researchers and research teams must be developed so that these two groups have real changes of and opportunities for joining the top league. This is to be achieved through implementation of the operational objectives set forth in the Strategy. On the one hand, identification of leading research teams will help create a distinctive scientific profile of the University and on the other one, it will help focus the University's support on these individuals and teams. Said teams should be identified based on their accomplishments and research projects. Scientific teams which already conduct world-class research are a model and inspiration for the developing ones, whose achievements are only known in Poland.



While we are aware of the difficulty in defining priorities in basic research, we understand priority research to be such that is conducted by leading research teams. In other words, the University supports the best and those who strive to become the best, regardless of what science discipline they represent. However, the University must also not stop supporting areas which receive scientific coverage in Poland, the European Union and world-wide and which are considered to be crucial for civilisational growth. These are: health and medicine, environment and climate change, information technologies, food and agriculture, nanotechnologies, new materials and new technologies. Research priorities also stem from the specific profiles of various faculties.

While research conducted at the University is diverse, its quality is not homogeneous, as evidenced by different categories of parametric grades achieved by various research units within the University structure. There are also certain disproportions in the quality of publications. Nevertheless, our efforts towards improving the quality continue, as shown by high categories granted to the University's units during the latest parametric evaluation by the Ministry of Science and Higher Education. Certain units have a chance to become Leading National Research Centres due to the outstanding quality of research they carry out. Our overall strategic objective is world-class quality of research carried out by all units comprising the University.





The University of Silesia has several sources of research funding. These include entity-specific subsidies (funds assigned for statutory activity, previously also funds assigned for in-house research) and domestic and international research grants. Despite a steady increase in the number of both grant programs carried out and grant applications submitted by researchers, the share of external sources of finance in total research spending at the University remains insufficient. Many researchers continue to rely solely on entity-specific subsidies, and do little or nothing to obtain funding through research grant competitions. The University is more successful in raising funds for carrying out projects within those disciplines and fields of knowledge which are given priority and are treated as crucial for economic development.

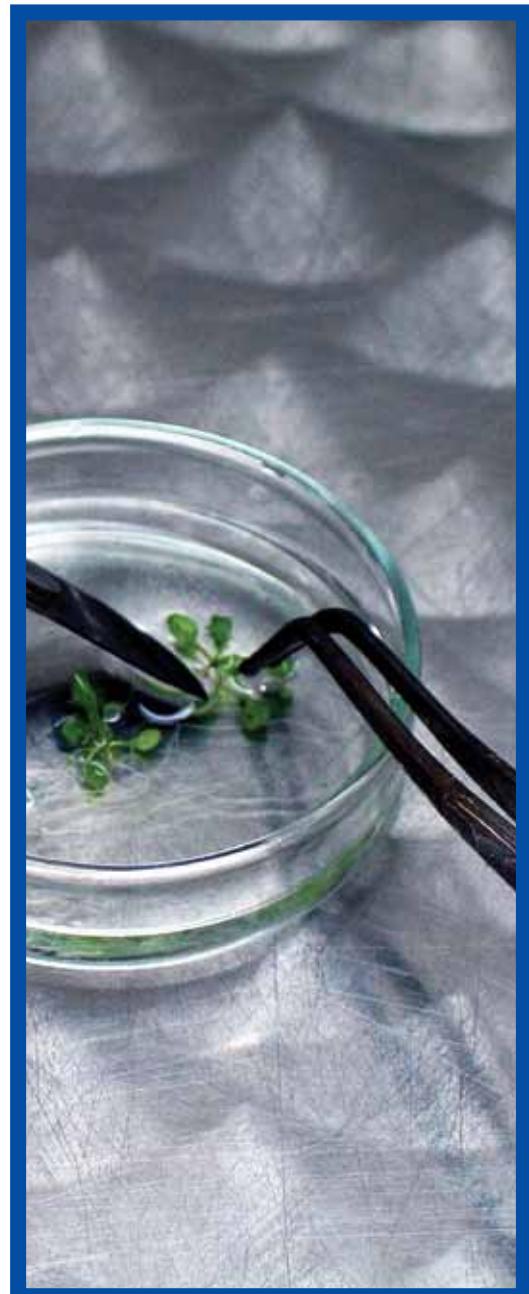
We are placing growing emphasis on internationalisation of research. Our academics are collaborating as members of international research teams and scientific networks, and we are increasingly seeking patent protection in selected countries in Europe and all over the world. Nevertheless, the degree of internationalisation of research and the number of patent applications remains insufficiently high.

World-class research requires appropriate scientific and research facilities – state-of-the-art, large research apparatus and suitable building infrastructure. Hence, we are building a modern Silesian Interuniversity Centre for Education and Interdisciplinary Research in Chorzów (ŚMCEBI) which will house over 70 laboratories and workrooms for research in the field of mathematics, natural sciences and technology. The ŚMCEBI will offer modern, unique research equipment and apparatus. Such initiatives give us strong impetus to



modernise all of our laboratories and workrooms so that research and experiments can be conducted at the University of Silesia in optimal conditions. At the same time, the use of unique and high-maintenance scientific apparatus should be rationalised, and such apparatus should be available to a wide range of users. Support will be offered to initiatives aimed at creation of interinstitutional and inter-faculty laboratories.

Realisation of the planned strategic and operational objectives will depend not only on efficient and consistent efforts undertaken at the Silesian Alma Mater. Implementation of the strategy will also be largely reliant on external factors, especially performance of the Polish economy, government spending on research and development, share of off-budget funds in total R&D spending, commercialisation of R&D results, and access to global information on research findings.



# OPERATIONAL OBJECTIVES

## 1

### STRONG RESEARCH TEAMS AND WORLD-CLASS RESEARCH

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- 001.** Identification of leading research teams and development of priority research aiming at sustainable development of Poland, Europe and the world
- 002.** Attaining the highest categories and academic qualifications
  - 002.1. Supporting academic and scientific career development of employees
  - 002.2. Development of an internal system for evaluation of scientific research
  - 002.3. Striving for high academic level at primary research units
- 003.** Openness, creativity and innovation in scientific research
  - 003.1. Increasing the participation of the University of Silesia in European and worldwide research
  - 003.2. Increase in interdisciplinarity in scientific research
  - 003.3. Conducting research and development works important for the economy
- 004.** Increased activity in raising research funding
- 005.** Strengthening and ongoing development of scientific research potential
  - 005.1. Development of a modern research base
  - 005.2. Maintaining high quality of services available within the library information system and supporting *Open Access* initiatives
  - 005.3. Dynamic and rational publishing activity
- 006.** Creation and implementation of a system for intellectual property protection and copyright management
- 007.** Organisation of measures aimed at promotion of research activity
- 008.** System-based prevention of pathologies in research

ACTION	DATE/ DEADLINE	SIGNIFI-CANCE (1-3)	DEGREE OF COMPLEXITY (1-3)	MEASURE / RESULT	POTENTIAL SOURCE OF FINANCE
<b>STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE</b>					
<b>1.1. Identification of leading research teams and development of priority research aiming at sustainable development of Poland, Europe and the world</b>					
1.1.0.1. Identification of leading research teams based on parametric rates and prestige in scientific circles	September 2012 <i>then</i> continuous objective	3 (AP)	2 (C)	number of leading research units and teams	University of Silesia funds
1.1.0.2. Defining priority research directions, in keeping with e.g. the EU's Framework Programmes, European Research Area, Poland's National Research Programme, Development Strategy of the Silesian Province, Regional Innovation Strategy, and ongoing update thereof	continuous objective	3 (AP)	2 (C)	defining priority directions / report	University of Silesia funds
1.1.0.3. Focusing research on those areas and disciplines which have the highest impact on social and economic development of the Region	continuous objective	2 (I)	2 (C)	number of research projects affecting social and economic development of the Region, Country and World	University of Silesia funds
1.1.0.4. Analysing research in terms of its effectiveness and application potential	continuous objective	2 (I)	2 (C)	analysis / report	University of Silesia funds
<b>STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE</b>					
<b>1.2. Attaining the highest categories and academic qualifications</b>					
<b>1.2.1. Supporting academic and scientific career development of employees</b>					
1.2.1.1. Creating conditions allowing quick academic promotion of employees	continuous objective	3 (AP)	2 (C)	number of academic promotions	external funds, University of Silesia funds

1.2.1.2. Ongoing attention to quality and high level of dissertations	continuous objective	2 (I)	2 (C)	number of outstanding dissertations	University of Silesia funds
1.2.1.3. Facilitating the work of staff conducting large research projects by arranging the teaching load on an individual basis	continuous objective	2 (I)	2 (C)	number of staff with individually arranged teaching load	University of Silesia funds
1.2.1.4. Support for and development of young academics	continuous objective	2 (I)	2 (C)	high level of activity of young academics / number of academic promotions	external funds, including projects, University of Silesia funds
1.2.1.5. Increasing the number of doctoral candidates in research projects	continuous objective	2 (I)	2 (C)	number of research projects carried out independently by doctoral candidates or with the participation of doctoral candidates	external funds, including projects
<b>1.2.2. Development of an internal system for the evaluation of scientific research</b>					
1.2.2.1. Implementation of a university-wide system for the evaluation of individual attainments of employees and organisational units (faculties, department, institutes)	September 2012	3 (AP)	2 (C)	system implementation completed	University of Silesia funds
1.2.2.1.a. Conducting rankings of attainments of academic staff within different faculties and selecting science leaders at faculty and university-wide level	continuous objective	3 (AP)	2 (C)	faculty and university-wide attainment ranking / number of leaders	University of Silesia funds
1.2.2.1.b. Using different rates of remuneration based on research activity and awarding bonuses to the most effective employees via e.g. a system of research awards	continuous objective	2 (I)	2 (C)	number of employees with additional remuneration / number of rewarded employees	University of Silesia funds
1.2.2.2. Rewarding creativity and innovation through e.g. a system of creativity awards	continuous objective	2 (I)	2 (C)	increase in innovation of the University / number of awards	external funds, including projects, University of Silesia funds

<b>1.2.3. Striving for high academic level at faculties</b>					
1.2.3.1. Unlimited degree conferral rights at all faculties	end of 2015	3 (AP)	3 (HC)	number of faculties with unlimited degree conferral rights	University of Silesia funds
1.2.3.2. Supporting research units in their work towards earning and maintaining the highest categories granted by the Ministry of Science and Higher Education	continuous objective	3 (AP)	3 (HC)	number of faculties graded A and A+	external funds, including projects, University of Silesia funds
1.2.3.3. Creating faculty teams responsible for parametric evaluation and monitoring different evaluation parameters	June 2012	3(AP)	2 (C)	faculty teams	no costs
<b>STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE 1.3. Openness, creativity and innovation in scientific research</b>					
<b>1.3.1. Increasing the participation of the University of Silesia in European and worldwide research</b>					
1.3.1.1. Creating international research teams and project consortia involved in key research programs, including e.g. the European Institute of Innovation and Technology (EIT), as well as in European Framework Programmes, Joint Programming in Research, and other actions within the European Research Area	continuous objective	3 (AP)	3 (HC)	number of teams and consortia	external funds, including projects, University of Silesia funds
1.3.1.2. Active cross-border cooperation leading to, e.g. creation of joint research teams and implementation of joint research projects	continuous objective	3 (AP)	2 (C)	number of teams / scientific projects	external funds, including projects, foreign partners
1.3.1.3. Establishing cooperation with prestigious foreign research centres	continuous objective	2 (I)	2 (C)	number of cooperation agreements	external funds, including projects, University of Silesia funds
1.3.1.4. Identification of strategic foreign partners and intensification of cooperation with them	continuous objective	2 (I)	2 (C)	identification of strategic foreign partners	University of Silesia funds

1.3.1.5. Getting journals issued by the University of Silesia on renowned international lists of score-winning journals	continuous objective	2 (I)	3 (HC)	number of journals issued by the University of Silesia on international lists	University of Silesia funds
1.3.1.6. Increase in the number of outbound and inbound travels of academic staff as part of international programmes and bilateral agreements	continuous objective	2 (I)	2 (C)	number of outbound and inbound travels of academic staff	external funds, including projects, University of Silesia funds
1.3.1.7. Inviting experts and science leaders, including Nobel Prize winners and persons with significant accomplishments in research, arts and professional work, for longer visits	continuous objective	2 (I)	2 (C)	number of invited science leaders	external funds, including projects, University of Silesia funds
1.3.1.8. Increasing internationalisation of academic / scientific conferences organised by different units within the University of Silesia	continuous objective	2 (I)	2 (C)	number of international conferences	external funds, including projects, University of Silesia funds
1.3.1.9. Participation of academics in prestigious international conferences and congresses	continuous objective	2 (I)	2 (C)	number of academics giving lectures and presentations at prestigious international conferences	external funds, including projects
1.3.1.10. Review and update of international agreements concerning science	continuous objective	1 (N)	1 (S)	report	no costs
1.3.1.11. Creating and updating a comprehensive database devoted to foreign travel opportunities for University of Silesia employees	continuous objective	1 (N)	1 (S)	database	no costs
<b>1.3.2. Increase in interdisciplinarity in scientific research</b>					
1.3.2.1. Establishing and tightening cooperation with leading research centres with the aim of undertaking and carrying out joint initiatives	continuous objective	2 (I)	2 (C)	number of agreements / number of joint initiatives	external funds, including projects, University of Silesia funds
1.3.2.2. Creating interfaculty teams responsible for implementation of interdisciplinary projects	continuous objective	2 (I)	2 (C)	number of teams / number of projects	external funds, including projects, University of Silesia funds

1.3.2.3. Organisation of scientific research networks and membership in those with the aim of conducting collaborative projects	continuous objective	2 (I)	2 (C)	number of memberships / number of collaborative projects	external funds, including projects, University of Silesia funds
<b>1.3.3. Conducting research and development works important for the economy (combined with SO 3, OO 3.3.1)</b>					
1.3.3.1. Analysis of demand for research services in the Region and Country and provision such services	continuous objective	3 (AP)	3 (HC)	database	external funds, including projects, partners
1.3.3.2. Increased participation of research teams in competitive procedures regarding external contracts (bidding, responding to requests for quotation)	continuous objective	3 (AP)	3 (HC)	number of external contracts	external funds, including projects, partners
<b>STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE</b> <b>1.4. Increased activity in raising research funding</b>					
1.4.0.1. Increased efforts towards raising external finance, e.g. from the Foundation for Polish Science, Ministry of Science and Higher Education, Polish Science and Technology Fund, National Science Centre, as well as from the EU framework programmes, structural funds and other sources	continuous objective	3 (AP)	2 (C)	number of applications submitted / number of applications accepted	external funds, including projects, University of Silesia funds
1.4.0.2. Provision of sources of finance to cover costs to be incurred by the University due to depreciation and maintenance of research infrastructure	continuous objective	3 (AP)	3 (HC)	amount of funding	external funds
1.4.0.3. Organisation of external trainings devoted to application filing, management and settlement of scientific projects	continuous objective	1 (N)	1 (S)	number of trainings	external funds, including projects, University of Silesia funds
1.4.0.4. Creation, ongoing update and promotion of a database of competitions organised as part of EU programmes	continuous objective	1 (N)	1 (S)	database	no costs

STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE 1.5. Strengthening and ongoing development of scientific research potential					
<b>1.5.1. Development of a modern research base</b>					
1.5.1.1. Creation and ongoing update of a specialist database of the University's scientific research apparatus (especially such whose value exceeds PLN 500.000)	continuous objective	3 (AP)	2 (C)	database	no costs
1.5.1.2. Better use of existing research base	continuous objective	3 (AP)	2 (C)	utilisation rate	external funds
1.5.1.3. Raising external finance for research investments (acquisition of apparatus, creation/ refurbishment of labs)	continuous objective	3 (AP)	3 (HC)	funds raised	external funds, including projects
1.5.1.4. Establishing rules governing access to apparatus and laboratories	continuous objective	2 (I)	2 (C)	rules / regulations	no costs
1.5.1.5. Creation and update of a list of laboratories within the Silesian scientific community (e.g. the Silesian Universities Network; SUN)	continuous objective	2 (I)	2 (C)	number of laboratories within the SUN	no costs
1.5.1.6. Analysis of laboratory needs of Silesian scientific community	continuous objective	2 (I)	1 (S)	report	no costs
1.5.1.7. Provision of opportunities for accreditation of laboratories and creation of community laboratories	continuous objective	2 (I)	3 (HC)	number of accredited laboratories / number of community laboratories	external funds, including projects, University of Silesia funds
<b>1.5.2. Maintaining high quality of services available within the library information system and supporting Open Access initiatives</b>					
1.5.2.1. Increase in extensive access to scientific information	continuous objective	3 (AP)	2 (C)	number of available databases and publications	external funds, including projects, University of Silesia funds
1.5.2.1.a. Raising funds for acquisition and maintenance of databases	continuous objective	3 (AP)	2 (C)	number of databases / amount of funds raised	external funds, including projects, University of Silesia funds

1.5.2.2. Development of open repositories collecting and publishing scientific papers written by the University of Silesia academics	continuous objective	3 (AP)	3 (HC)	number of available publications / number of repositories	external funds, including projects, University of Silesia funds
1.5.2.3. Popularization of research findings in electronic form (e.g. e-journals, e-books)	continuous objective	3 (AP)	2 (C)	number of publications available in electronic form	external funds, including projects, University of Silesia funds
1.5.2.4. Introduction of internal regulations facilitating the sharing of research findings in <i>Open Access</i>	end of 2012	2 (I)	2 (C)	regulations	University of Silesia funds
<b>1.5.3. Dynamic and rational publishing activity</b>					
1.5.3.1. Change in the system governing the distribution and promotion of publications (cooperation with worldwide distributors such as Amazon.com, modern marketing forms and forms of payment, etc.)	end of 2012	2 (I)	2 (C)	new distribution and promotion system	University of Silesia funds
1.5.3.1.a. Ensuring greater availability of the University of Silesia publications in academic and Internet bookshops	continuous objective	2 (I)	2 (C)	number of sold publications	University of Silesia funds
1.5.3.2. Maintaining a shortened publication path for dissertations	continuous objective	2 (I)	2 (C)	number of publications	external funds, University of Silesia funds
1.5.3.3. Creation of a new, functional website of the University of Silesia Press, available also in English	end of 2012	2 (I)	2 (C)	modern website	University of Silesia funds
<b>STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE</b>					
<b>1.6. Creation and implementation of a system for intellectual property protection and copyright management</b>					
1.6.1. Creation of internal laws regulating the use of intellectual property	end of 2012	2 (I)	2 (C)	laws	University of Silesia funds
1.6.2. Organisation of seminars on copyright in research	continuous objective	2 (I)	2 (C)	number of trainings	University of Silesia funds

STRATEGY CHART FOR THE OPERATIONAL GOAL					
1.7. Organisation of measures aimed at promotion of research activity					
1.7.0.1. Creation of an English-language website presenting research conducted at the University of Silesia	end of 2012 <i>then</i> continuous objective	2 (I)	2 (C)	website	University of Silesia funds
1.7.0.2. Promotion of attainments in the field of research and art abroad	continuous objective	2 (I)	2 (C)	number of promotional activities	University of Silesia funds
1.7.0.3. Annual publication of a bilingual – English and Polish – issue of <i>Gazeta Uniwersytecka</i> – devoted to research conducted at the University of Silesia and its application in industry	continuous objective	2 (I)	2 (C)	annual issue of university gazette	external funds, including sponsors, University of Silesia funds
1.7.0.4. Preparation of a promotional scientific publication for the general public, devoted to research conducted at the University of Silesia – in Polish and English language version	continuous objective	2 (I)	2 (C)	publication	external funds, including sponsors, University of Silesia funds
1.7.0.5. Creation of employee webpages (scientific profiles) within the us.edu.pl domain, presenting the employees' research and didactic work	end of 2014	2 (I)	2 (C)	number of scientific profiles created	University of Silesia funds
1.7.0.6. Annual review of research conducted at the University, prepared as part of a university-wide presentation	continuous objective	2 (I)	2 (C)	number of presentations	University of Silesia funds
1.7.0.7. Organisation of meetings with the media, aimed at promotion of the most interesting and best research	continuous objective	2 (I)	2 (C)	number of meetings	external funds, including sponsors, University of Silesia funds
1.7.0.8. Cooperation with the Silesian Science Cafe and other institutions	continuous objective	2 (I)	2 (C)	number of collaborative initiatives	external funds, including sponsors, University of Silesia funds
STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE					
1.8. System-based prevention of pathologies in research					
1.8.0.1. Maintaining high ethical standards in research and compliance with the best practices code	continuous objective	2 (I)	2 (C)	number of meetings devoted to the code of best academic practices	no costs

# STRATEGIC OBJECTIVE

## 2.

### INNOVATIVE EDUCATION AND MODERN PROGRAMMES

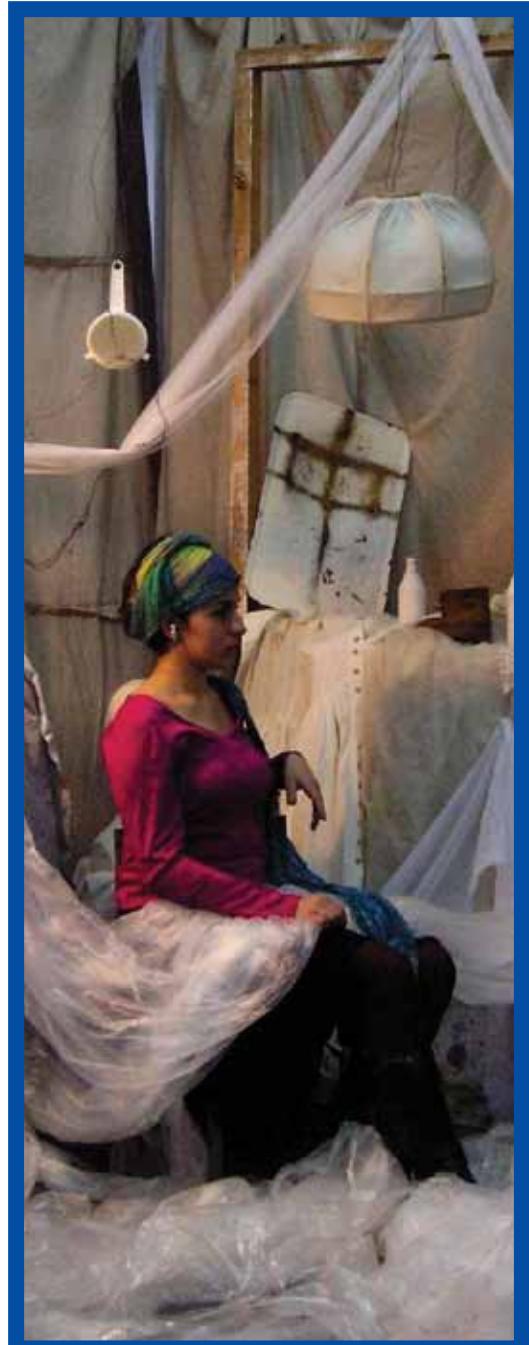
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Creating a link between research and education, the University of Silesia offers both traditional programmes, typical of universities, and unique ones, unavailable elsewhere, including programmes in the field of arts. Our students may also choose to pursue interdisciplinary programmes at inter-faculty units and the Inter-faculty Individual Studies in the Humanities and Inter-Faculty Individual Studies in Mathematics and the Natural Sciences.

The University of Silesia's programme offering is frequently updated to make it even more attractive. In the academic year 2011/2012, we launched three programmes: mechatronics, engineering physics (including a nuclear power specialisation) and chemical technology. We strive to launch new, attractive curricula, specialisations and language courses. Our undergraduate alumni receive not just the Bachelor's degree, but also – in case of some programmes, e.g. computer science – the Engineer's degree. Our asset and distinguishing feature is a wide variety of programmes, which helps us attract the most talented candidates, including olympiad and competition winners.

The operational objectives set forth in the Strategy strengthen our efforts towards making us an even more modern, open, international and student-friendly university with an extensive educational offering, comprising lifelong learning and unconventional courses. In other words, our objective is to become more competitive in the European Higher Education Area.

The best educational quality becomes an absolute and obvious priority. The paradigms in university education are changing though. We are looking at the education process from the perspective of our graduates. After all, the University's responsibility for their fate does not end with awarding of diplomas. What matters is not just the knowledge acquired during studies,





but also providing students with a set of skills that will enable them to function in the ever-changing reality as creative individuals eager to take on diverse professional and social challenges and intent on self-development. This will require not only modifications in the curricula, but also substantial changes in the way of instruction: from passive acquisition of knowledge to active participation in problem-based learning, accompanied by revival of the master-apprentice relationship. Simultaneously, our alumni, as EU citizens, must have precisely defined and internationally recognised qualifications and competences allowing them to seek employment all over the EU.

On a domestic scale, the University's distinguishing features should be: innovative use of state-of-the-art technologies in teaching, development and application of methods allowing students to solve problems creatively and develop teamwork skills, and facilitating the students' general creativity and entrepreneurship.

The University's job is to provide students with broad education and at the same time not neglect specialist, programme-specific knowledge and skills. Versatile and interdisciplinary education increases the graduates' chances of finding satisfying jobs. In the era of new jobs and highly dynamic labour market it is also important that we keep abreast of and quickly identify the needs of employers and respectively tailor-design curricula of the programmes that we offer, especially the postgraduate ones.

Where modern education is concerned, it is the University's priority to launch new, interdisciplinary, inter-faculty and inter-university programmes, as well as programmes developed in liaison with our business and institutional partners. Broader cooperation with businesses and industry in respect of instruction is bound to better prepare our alumni to enter

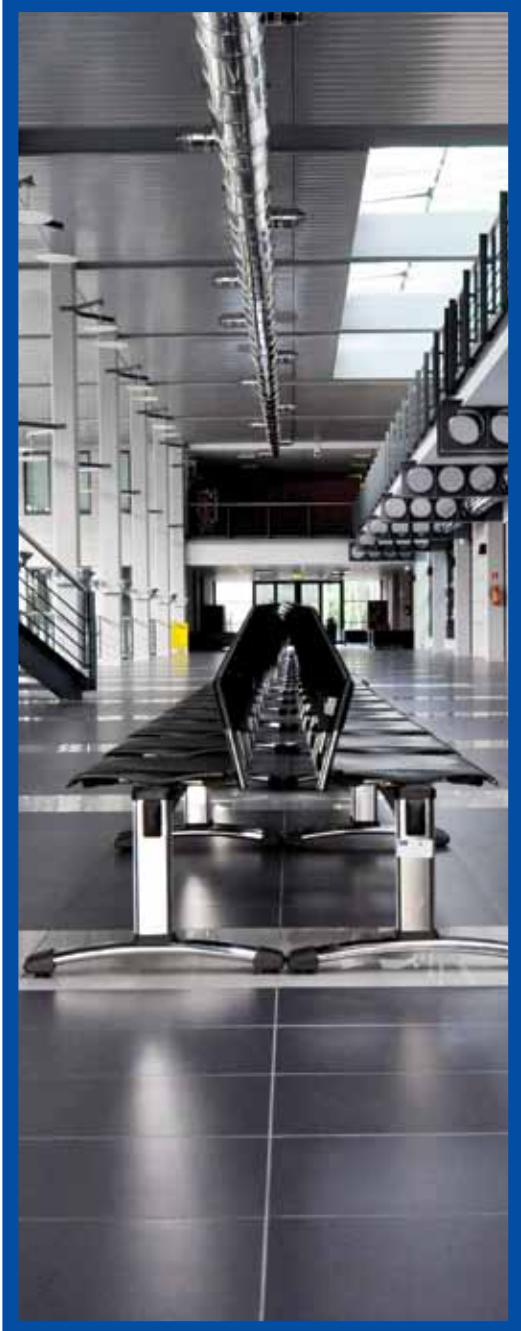




the ever-evolving labour market, trigger entrepreneurial behaviour, and provide with diverse competences. In this context, it is essential that we expand our postgraduate programme offering and increase the number of unique specialist courses, to be offered also as an alternative to part-time programmes, whose popularity is in decline. Workshops and courses allowing career orientation should be a continuing feature in the University's educational offering. Hence, high priority has been given in the Strategy to promotion of lifelong learning at postgraduate programmes and courses.

The University strives to include in its offering all forms of education addressed to people aged 26+. To achieve this objective, it is important that suitable conditions are created so as to allow carrying out various flexible educational pathways for people of all ages. Also, it is crucial that competences obtained outside higher education system, including competences obtained on the basis of experience acquired, should be recognised. The University's aim is to become an activator and integrator of lifelong learning, regardless of the form, place and period of instruction and including occupational mobility. The University of Silesia Strategy encompasses actions and efforts undertaken to further stimulate the University's development as a higher education institution that is open to all, especially secondary school students. Hence, the University has undertaken measures to launch the Teenagers' University of Silesia in the near future.





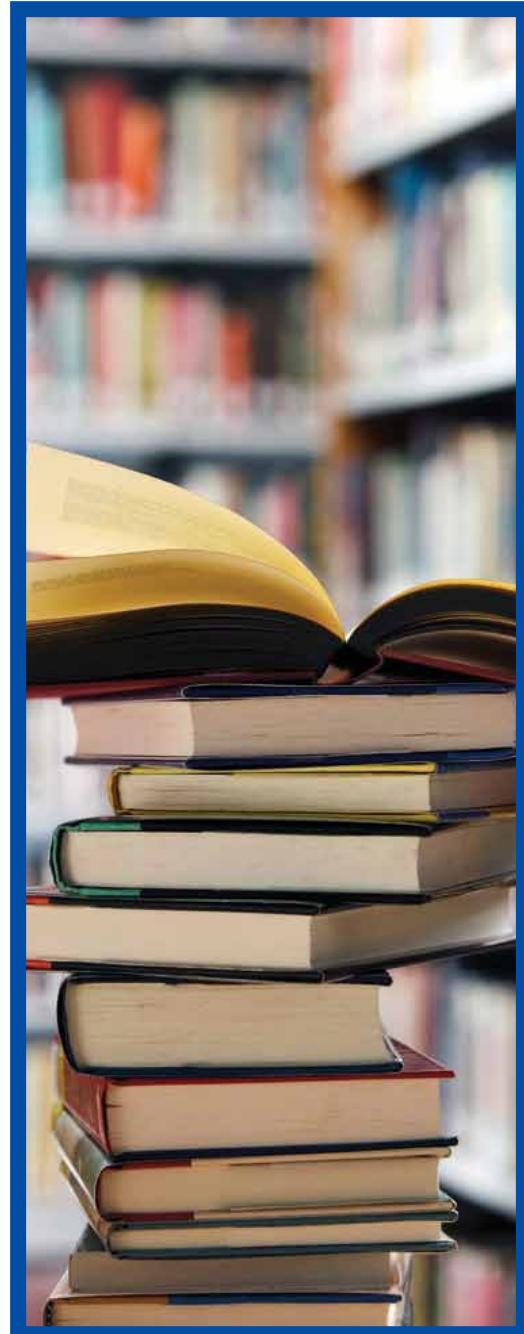
The University of Silesia strives to internationalise all programmes, treating it as part of its Mission. Whereas an increasing number of programmes and courses are taught in English, this is still not enough. Lack of an extensive offering of programmes taught in English hinders the inflow of international students. Gradual departure from mass higher education in Poland, resulting from a demographic decline, raises the prospect of and creates a need for opening the University to international students and thus becoming known in the global system of higher education. It is an obvious prerequisite that a modern unique offering of programmes taught in English, as the prevalent language in higher education around the world, must be developed. High quality of education should be corroborated by recognised international accreditation agencies.

In order to become a supra-regional university, it is essential that we consistently encourage candidates from other regions to study in Silesia by offering them better study and social conditions. A lot also depends on the organisation of the admission process and a well thought-out candidate outreach campaign targeted at various candidates (especially those living in areas far away from large academic centres), their teachers and schools – including multi-directional actions targeted at secondary schools. Since a significant role in promoting educational quality at the University of Silesia should be played by its alumni, particular attention should be paid to maintaining contact with them.



Increasing the attractiveness of the University means continued efforts to launch original and innovative programmes, attracting young people from Poland and abroad, including the best candidates – winners and finalists of subject contests. One way to achieve this is by expanding the list of subject contests and Olympiads guaranteeing admission to study without having to go through the admission procedure, offering the best candidates partial exemption from admission fees, and offering the best ones individually designed curricula and the assistance from individually assigned tutors. While striving to increase enrolment, we must extend special care over outstanding students. Individually designed curricula that such students should be granted ought to include participation in research projects carried out by scientists and researchers.

Openness of the University means the widest possible availability of, and access to, its educational offering and resources. Nobody should be excluded from participation in higher education. Therefore, the Strategy emphasises continued adaptation of the University to the needs of the disabled, both through elimination of all sorts of barriers and provision of individualised forms of instruction, including those delivered via modern multi-media carriers and the Internet. By pursuing a range of planned measures, not only do we provide such people with opportunities for self-fulfilment and successful career, but we also uncover talents which would otherwise remain unused.



# OPERATIONAL OBJECTIVES

## 2

### INNOVATIVE EDUCATION AND MODERN PROGRAMMES

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- 001.** Development of organisation and curriculum-related rules for the three levels of study in compliance with the National Qualification Framework
- 002.** Offer development and promotion of lifelong learning
  - 002.1. Creating opportunities for recognition of qualifications obtained outside of formal education
- 003.** Openness and innovation in education
  - 003.1. Increase in internationalisation of the University
  - 003.2. Creation of new programmes addressing the needs of the labour market
  - 003.3. Using state-of-the-art technology in education
  - 003.4. Supporting initiatives related to Open Educational Resources in teaching and learning
- 004.** Improving the quality of education
  - 004.1. Increasing the level of knowledge of candidates
  - 004.2. Developing an internal system for quality assurance in education
  - 004.3. Assuring high quality in education, accredited by Polish and international organisations
  - 004.4. Developing teaching competences of academics
  - 004.5. Development of an external system for assessment of education
- 005.** Individualisation in education of gifted students and doctoral candidates
- 006.** Increasing access to higher education
  - 006.1. Advisory, psychological and welfare support for students and doctoral candidates
  - 006.2. Adapting the learning environment to students and doctoral candidates with disabilities
- 007.** System-based prevention of pathologies in education

ACTION	DATE	SIGNIFI-CANCE (1-3)	DEGREE OF COMPLEXITY (1-3)	MEASURE / RESULT	POTENTIAL SOURCE OF FINANCE
<b>STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE</b>					
<b>2.1. Development of organisation and curriculum-related rules for the three levels of study in compliance with the National Qualification Framework</b>					
2.1.0.1. Preparing a description of graduate qualifications and learning outcomes for all programmes and study cycles, in compliance with the National Qualifications Framework (NQF)	June 2012	3 (AP)	3 (HC)	description of qualifications, and learning outcomes for all programmes	University of Silesia funds
2.1.0.2. Remodelling of curriculum in compliance with the NQF	June 2012	3 (AP)	3 (HC)	new programmes	University of Silesia funds
2.1.0.3. Development of various programmes and forms of education at all levels, including interdisciplinary, inter-university and international programmes, unique to the University of Silesia	continuous objective	3 (AP)	3 (HC)	number of programmes launched	external funds, including projects, University of Silesia funds
2.1.0.4. Introduction of transparent, uniform, and simple admission criteria	May 2012	3 (AP)	2 (C)	simple and transparent admission criteria	no costs
2.1.0.5. Streamlining of admission procedure for undergraduate (BA and BSc), graduate (MA and MSc), 5-year master's degree, and doctoral programmes	May 2012	3 (AP)	2 (C)	streamlined procedure	University of Silesia funds
2.1.0.6. Reduction in the number of overtime hours taught by academics at full-time programmes at different faculties	continuous objective	3 (AP)	3 (HC)	reduced number of hours	no costs
2.1.0.7. Analysis of demand for educational services at the University of Silesia	end of 2013 <i>then</i> continuous objective	2 (I)	2 (C)	analysis / report	University of Silesia funds

2.1.0.8. Conducting research among undergraduate students with the aim of identifying whether they intend to pursue a graduate (MA or MSc) programme at the University of Silesia, and identification of potential reasons for not pursuing a master's degree	continuous objective	2 (I)	2 (C)	research findings / report	University of Silesia funds
2.1.0.9. Diagnosis of causes of potential resignation from doctoral programmes	June 2013	2 (I)	2 (C)	research findings	University of Silesia funds
2.1.0.10. Streamlining promotional, informational and advisory activities, showing study opportunities at the University of Silesia	continuous objective	2 (I)	2 (C)	number of actions	University of Silesia funds

**STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE  
2.2. Offer development and promotion of lifelong learning**

2.2.0.1. Development of the lifelong learning concept	end of 2012	3 (AP)	2 (C)	concepts	no costs
2.2.0.2. Implementation of the lifelong learning concept	May 2013.	3 (AP)	3 (HC)	number of new forms of education	external funds, including projects, participants
2.2.0.3. Appointment of a proxy for lifelong learning	March 2012	3 (AP)	1 (S)	proxy	University of Silesia funds
2.2.0.4. Establishment of the Lifelong Learning Centre (LLC)	October 2012	3 (AP)	2 (C)	Lifelong Learning Centre	external funds, including projects, University of Silesia funds
2.2.0.5. Striving to increase enrolment at postgraduate programmes, training courses, and other forms of chargeable tuition	continuous objective	3 (AP)	2 (C)	number of students	University of Silesia funds
2.2.0.6. Organisation of postgraduate programmes, including international ones, as well as prestigious programmes that resemble MBA, for central and local government administration and other entities and institutions	continuous objective	3 (AP)	3 (HC)	number of postgraduate programmes	external funds, including projects, institutions, participants, University of Silesia funds

2.2.0.7. Raising funds to launch and provide postgraduate programmes and other forms of lifelong learning for teachers in particular, but also for representatives of those professions which are considered to be a priority in knowledge based economy	continuous objective	2 (I)	3 (HC)	funds raised	external funds, including projects, participants
2.2.0.8. Revision and update of postgraduate programme catalogue	continuous objective	2 (I)	1 (S)	updated postgraduate catalogue	no costs
2.2.0.9. Increase in activity of the Academic Skills Centre ‘Wszechnica Śląska’, Children’s University of Silesia and University of the Third Age	continuous objective	2 (I)	2 (C)	number of students, number of initiatives	external funds, including projects, participants, University of Silesia funds
2.2.0.10. Establishment of the Youth University of Silesia	end of 2013	2 (I)	2 (C)	Youth University	external funds, participants
2.2.0.11. Intensification of promotional, informational and advisory activities, showing lifelong learning opportunities and encouraging to study at the University of Silesia	continuous objective	2 (I)	2 (C)	number of actions	University of Silesia funds
<b>2.2.1. Creating opportunities for recognition of qualifications obtained outside of formal education</b>					
2.2.1.1. Establishment of Bureau for Certification of Qualifications obtained though informal and non-formal education	after respective acts have been passed	2 (I)	2 (C)	bureau	external funds, including projects
2.2.1.2. Development of model solutions for recognition of qualifications obtained outside of formal education	after respective acts have been passed	2 (I)	3 (HC)	model	no costs

### STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE

#### 2.3. Openness and innovation in education

##### **2.3.1. Increase in internationalisation of the University**

2.3.1.1. Development of an internal incentive scheme for the University's organisational units and academics, intended to encourage international student admission and participation in international educational initiatives	end of 2012 <i>then</i> continuous objective	3 (AP)	2 (C)	incentive scheme	University of Silesia funds
2.3.1.2. Active transborder cooperation leading e.g. to the development of joint curricula	continuous objective	3 (AP)	3 (HC)	number of initiatives	external funds, including projects, foreign partners, University of Silesia funds
2.3.1.3. Increase in the number of programmes leading to double and multiple diplomas, and eventually – to one joint diploma issued by several universities	continuous objective	3 (AP)	3 (HC)	number of programmes leading to double, multiple, and joint diplomas	external funds, including projects, foreign partners, University of Silesia funds
2.3.1.4. Increase in the number of programmes  where the language of instruction is not Polish, especially programmes taught in English	continuous objective	3 (AP)	3 (HC)	number of programmes taught in foreign languages	external funds, including projects, University of Silesia funds
2.3.1.5. Increasing the number of foreign students and doctoral candidates enrolling at the University of Silesia	continuous objective	3 (AP)	3 (HC)	number of students and doctoral candidates	external funds, including projects, University of Silesia funds
2.3.1.6. Increasing the number of incoming and outgoing exchange students and doctoral candidates under international programs and bilateral agreements	continuous objective	3 (AP)	2 (C)	number of incoming and outgoing students and doctoral candidates	external funds, including projects, University of Silesia funds
2.3.1.7. Improving the quality of teaching at foreign language courses	end of 2012 <i>then</i> continuous objective	3 (AP)	2 (C)	results of evaluation of language courses quality	University of Silesia funds

2.3.1.8. Developing the activities of the School of Polish Language and Culture	continuous objective	3 (AP)	2 (C)	number of students and course participants at the School of Polish Language and Culture (SPLC)	external funds, including projects, participants, University of Silesia funds
2.3.1.9. Carrying out joint doctoral programmes, international doctoral schools and other forms of cooperation with universities from abroad with the aim of granting double PhDs and – in the long run – joint PhDs	continuous objective	3 (AP)	3 (HC)	number of joint doctoral programmes, number of double and joint PhDs	external funds, including projects, University of Silesia funds
2.3.1.10. Increasing the number of partnership agreements with universities, foreign institutions and Polish community organisations abroad	continuous objective	2 (I)	2 (C)	number of agreements	external funds, including projects, University of Silesia funds
2.3.1.11. Appointing international student assistants and tutors at faculties, and ultimately – establishing international student offices at different faculties, cooperating with the International Students Admissions Office	continuous objective	2 (I)	2 (C)	number of assistants and tutors / number of offices	external funds, including projects, University of Silesia funds
2.3.1.12. Increasing the number of international lecturers, including visiting professors	continuous objective	2 (I)	2 (C)	number of international lecturers	University of Silesia funds, external funds
2.3.1.13. Creating mobility windows in the curricula, and ensuring curriculum flexibility, so as to enable students to study abroad for a period of time	continuous objective	2 (I)	2 (C)	number of mobility windows	no costs
2.3.1.14. Development of an effective system for recognition of credit earned abroad	June 2012	2 (I)	2 (C)	system	no costs
2.3.1.15. Increasing the number of foreign co-supervisors and reviewers in the doctoral degree conferment procedure	continuous objective	2 (I)	2 (C)	number of foreign co-supervisors and reviewers	external funds, including projects, University of Silesia funds

2.3.1.16. Consolidation of actions connected with promotion of studying in our Region abroad as part of cooperation under the Silesian Public Universities Consortium	continuous objective	2 (I)	2 (C)	new joint actions	external funds, including projects, Consortium partners
2.3.1.17. Organisation of a ‘promoter of international mobility’ competition	continuous objective	1 (N)	1 (S)	number of awardees	University of Silesia funds
<b>2.3.2. Creation of new programmes addressing the needs of the labour market</b>					
2.3.2.1. Curriculum modification to meet the needs of the labour market and environment of the University of Silesia	continuous objective	3 (AP)	3 (HC)	number of modified curricula	external funds, including projects, University of Silesia funds
2.3.2.2. Active participation of employers in the process of curriculum development	continuous objective	3 (AP)	2 (C)	number of curricula developed	external funds, including projects
2.3.2.3. Launching new programmes, developed in liaison with business entities, including programmes commissioned by businesses, distinguishing the University of Silesia on the education market	continuous objective	3 (AP)	2 (C)	collaborative curricula	external funds, including institutions, projects, University of Silesia funds
2.3.2.4. Increasing the number of practical classes, volunteering programs and internships in institutions and organisations	continuous objective	3 (AP)	2 (C)	number of practical classes / internships / volunteering programs	University of Silesia funds
2.3.2.5. Creating a base of topics to be touched upon in theses (bachelor’s, master’s) and dissertations (doctoral) by social and economic environment	June 2012 <i>then</i> continuous objective	3 (AP)	2 (C)	base / number of topics to be touched upon / number of topics touched upon	external funds, including institutions, projects, University of Silesia funds
2.3.2.6. Creating opportunities for representatives of business entities and other institutions to teach classes at the University	June 2012	2 (I)	2 (C)	new regulations	no costs
2.3.2.7. Introducing courses connected with innovation, entrepreneurship, intellectual property, and labour market to the curricula	continuous objective	2 (I)	2 (C)	number of courses	external funds, University of Silesia funds

2.3.2.8. Development of an incentive scheme for companies and institutions increasing interest in organisation of work placements for students and doctoral candidates	June 2012 <i>then</i> continuous objective	2 (I)	2 (C)	scheme / increase in the number in placements	no costs
2.3.2.9. Collaborative doctoral education	continuous objective	2 (I)	2 (C)	number of collaborative doctoral programmes	external funds, including projects, institutions, University of Silesia funds
2.3.2.10. Creation of new interuniversity programmes and forms of education as part of cooperation under the Silesian Public Universities Consortium	continuous objective	2 (I)	2 (C)	number of new programmes and forms of education	external funds, including projects, Consortium partners, University of Silesia funds
2.3.2.11. Creating opportunities to obtain different certificates within a programme	continuous objective	2 (I)	2 (C)	number of certificates obtained	external funds, including projects, participants
<b>2.3.3. Using state-of-the-art technology in education</b>					
2.3.3.1. Supporting information technology-aided education / teaching / learning (e.g. distance learning, new lecturing technologies, e-textbooks, University of Silesia Internet TV, blogs written by scholars/scientists/academics, educational films published on YouTube Edu and other educational Internet portals)	continuous objective	3 (AP)	2 (C)	number of modern information technologies in use / number of users of modern information technologies	external funds, including projects, University of Silesia funds
2.3.3.2. Development of IT infrastructure for Distance Learning System, and opening of a laboratory with specialist software	continuous objective	3 (AP)	2 (C)	number / volume of equipment	external funds, including projects, University of Silesia funds
2.3.3.3. Development, launch and organisation of in-service training courses in distance learning and fundamentals of <i>Moodle</i> for academic teachers and students by Distance Learning Centre (DLC)	continuous objective	3 (AP)	2 (C)	number of in-service training courses	external funds, including projects, University of Silesia funds

2.3.3.4. Development of an incentive scheme for employees using distance learning	April 2012	3 (AP)	2 (C)	incentive scheme	external funds, including projects, University of Silesia funds
2.3.3.5. Increase in the number of e-learning courses, and greater activity in distance teaching	continuous objective	3 (AP)	2 (C)	number of courses / number of participants	external funds, including projects, University of Silesia funds
2.3.3.6. Striving to provide state-of-the-art equipment (e.g. multimedia projectors, projectors, interactive boards, digital cameras, notebooks, wireless microphones, DVD players, etc.) and infrastructure enabling on-line broadcasting and recording for lecture rooms and labs	continuous objective	3 (AP)	2 (C)	number of lecture rooms and labs with state-of-the-art equipment	external funds, including projects, sponsors, University of Silesia funds
2.3.3.7. Full access to wireless Internet on University of Silesia premises (access points in public areas and lecture rooms and labs)	end of 2014	2 (I)	2 (C)	number of access points	external funds, including projects, institutions, University of Silesia funds
<b>2.3.4. Supporting initiatives related to Open Educational Resources in teaching and learning</b>					
2.3.4.1. Active promotion of electronic access to scientific publications and other academic didactic resources	continuous objective	3 (AP)	2 (C)	number of available publications	external funds, including projects, University of Silesia funds
2.3.4.2. Working intensively towards the creation of digital resources for University of Silesia Digital Library and Silesian Digital Library	continuous objective	3 (AP)	2 (C)	number of publications	external funds, including projects, University of Silesia funds
2.3.4.3. Organisation of lifelong learning courses and trainings – also in the form of e-learning in Polish and English – in the use of electronic databases for students, doctoral candidates and employees	continuous objective	2 (I)	2 (C)	number of trainings	external funds, including projects, University of Silesia funds

## STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE

### 2.4. Improving the quality of education

#### 2.4.1. Increasing the level of knowledge of candidates

2.4.1.1. Striving for admission of the best candidates, including winners and finalists of subject contests	continuous objective	3 (AP)	2 (C)	number of contest winners and finalists admitted	external funds, including Ministry of National Education funds, University of Silesia funds
2.4.1.2. Organisation of and support for subject contests and national and international competitions	continuous objective	3 (AP)	2 (C)	number of contests and subject competitions	external funds, including Ministry of National Education funds, University of Silesia funds
2.4.1.3. Organisation of projects, e.g. VIP action, aimed at contest winners and finalists, and establishment of OlimpUS - Contest Winners and Finalists Academy	October 2012 <i>then</i> continuous objective	3 (AP)	2 (C)	number of projects aimed at contest winners and finalists	external funds, including Ministry of National Education funds, projects, University of Silesia funds
2.4.1.4. Participation of academics from the University of Silesia in the development and implementation of new curricula for schools	continuous objective	2 (I)	2 (C)	number of academics	external funds, including Ministry of National Education, University of Silesia funds
2.4.1.5. Broader commitment of the University to improving teaching, technological and factual competences of school teachers	continuous objective	2 (I)	2 (C)	number of projects / number of participants	external funds, including Ministry of National Education funds, projects, University of Silesia funds
2.4.1.6. Development of academic classes and academic high schools concept	end of 2012	2 (I)	2 (C)	concept	no costs
2.4.1.7. Enabling outstanding high school students to join student research clubs at the University of Silesia	continuous objective	2 (I)	2 (C)	number of student research clubs involved / number of students	no costs
2.4.1.8. Initiating different educational projects, e.g. <i>matura</i> preparation courses, aimed at high school students	continuous objective	2 (I)	2 (C)	number of projects	external funds, including Ministry of National Education, University of Silesia funds

2.4.1.9. Development and improvement of a survey system for University of Silesia applicants	continuous objective	2 (I)	1 (S)	survey system or number of surveys	University of Silesia funds
<b>2.4.2. Developing an internal system for quality assurance in education</b>					
2.4.2.1. Implementation and monitoring of a university system for quality assurance in education	continuous objective	3 (AP)	3 (HC)	university system for quality assurance	external funds, including projects, University of Silesia funds
2.4.2.2. Establishment of Education Quality Office, its branches, and Education Quality Evaluation Laboratory	continuous objective	3 (AP)	3 (HC)	office, its branches, and laboratory	external funds, including projects
2.4.2.3. Development and improvement of a comprehensive student survey system	continuous objective	2 (I)	1 (S)	number of surveys	external funds, including projects, University of Silesia funds
2.4.2.4. Development and improvement of a comprehensive doctoral candidate survey system	October 2012	2 (I)	1 (S)	number of surveys	external funds, including projects, University of Silesia funds
2.4.2.5. Development and improvement of a graduate and PhD alumni satisfaction survey system	continuous objective	2 (I)	1 (S)	number of surveys	external funds, including projects, University of Silesia funds
<b>2.4.3. Assuring high quality in education, accredited by Polish and international organisations</b>					
2.4.3.1. Striving for accreditation with distinction by the Polish State Accreditation Committee	continuous objective	3 (AP)	3 (HC)	number of distinctions	University of Silesia funds
2.4.3.2. Striving to have a maximum number of curricula accredited by the Polish Accreditation Commission and international accreditation agencies listed in the European Quality Assurance Register for Higher Education (EQAR)	continuous objective	3 (AP)	3 (HC)	number of accredited curriculums	external funds, University of Silesia funds

<b>2.4.4. Developing teaching competences of academics</b>					
2.4.4.1. Creation of a free in-service training system for employees and doctoral candidates within existing postgraduate programmes at the University of Silesia (the so-called Rector's places at postgraduate programmes)	end of 2012 <i>then</i> continuous objective	2 (I)	2 (C)	system / number of students	University of Silesia funds
2.4.4.2. Enabling doctoral candidates to participate in classes improving their teaching competences	continuous objective	2 (I)	2 (C)	number of classes	University of Silesia funds
2.4.4.3. Best Academic Textbook Competition (Rector's award)	continuous objective	2 (I)	2 (C)	number of awardees	external funds, University of Silesia funds
2.4.4.4. Best academic teacher competition (Rector's award)	continuous objective	2 (I)	2 (C)	number of awardees	University of Silesia funds
<b>2.4.5. Development of an external system for assessment of education</b>					
2.4.5.1. Development and improvement of an employer survey on employability and skills assessment of University of Silesia graduates	continuous objective	2 (I)	2 (C)	system / number of surveys	University of Silesia funds
2.4.5.2. Analysis of opinions of broadly understood environment of the University of Silesia on education quality, programmes offer, and study opportunities	continuous objective	2 (I)	2 (C)	number of reports	University of Silesia funds
<b>STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE</b> <b>2.5. Individualisation in education of gifted students and doctoral candidates</b>					
2.5.0.1. Providing individualized care for gifted students, and enabling them to pursue an individualised curriculum	continuous objective	3 (AP)	2 (C)	number of students	bez kosztów
2.5.0.2. Appointing tutors for the ablest candidates and students at different faculties	continuous objective	2 (I)	2 (C)	number of tutors	University of Silesia funds
2.5.0.3. Promoting participation of the ablest students and doctoral candidates in research programmes and increasing their participation in <i>Artes Liberales</i>	continuous objective	2 (I)	2 (C)	number of students and doctoral candidates in research programmes and in <i>Artes Liberales</i>	University of Silesia funds

## STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE

### 2.6. Increasing access to higher education

#### **2.6.1. Advisory, psychological and welfare support for students and doctoral candidates**

2.6.1.1. Running a promotional and information campaign in secondary schools, especially in areas remote from large academic centres	continuous objective	2 (I)	2 (C)	number of campaigns	University of Silesia funds
2.6.1.2. Organisation of compensatory classes, especially maths and science classes, for students	continuous objective	2 (I)	2 (C)	number of compensatory classes	external funds, including projects
2.6.1.3. Providing help for students and doctoral candidates with respect to legal, professional, psychological and social problems	continuous objective	2 (I)	2 (C)	number of consultations	University of Silesia funds

#### **2.6.2. Adapting the learning environment to students and doctoral candidates with disabilities**

2.6.2.1. Adaptation the University's infrastructure for people with disabilities and elimination of architectural barriers – actions towards studying with a disability at the University of Silesia	continuous objective	3 (AP)	3 (HC)	adapted infrastructure	external funds, including projects, DPF (Disabled Persons Fund), University of Silesia funds
2.6.2.2. Striving for accessibility of websites in the us.edu.pl domain to the disabled	continuous objective	2 (I)	2 (C)	number of disabled adapted websites	external funds, including institutions
2.6.2.3. Launching a university-wide computer lab equipped with state-of-the-art equipment and software compensating for various dysfunctions	end of 2014	2 (I)	2 (C)	computer lab	external funds, including projects, institutions, DPF (Disabled Persons Fund), University of Silesia funds

**STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE**

**2.7. System-based prevention of pathologies in education**

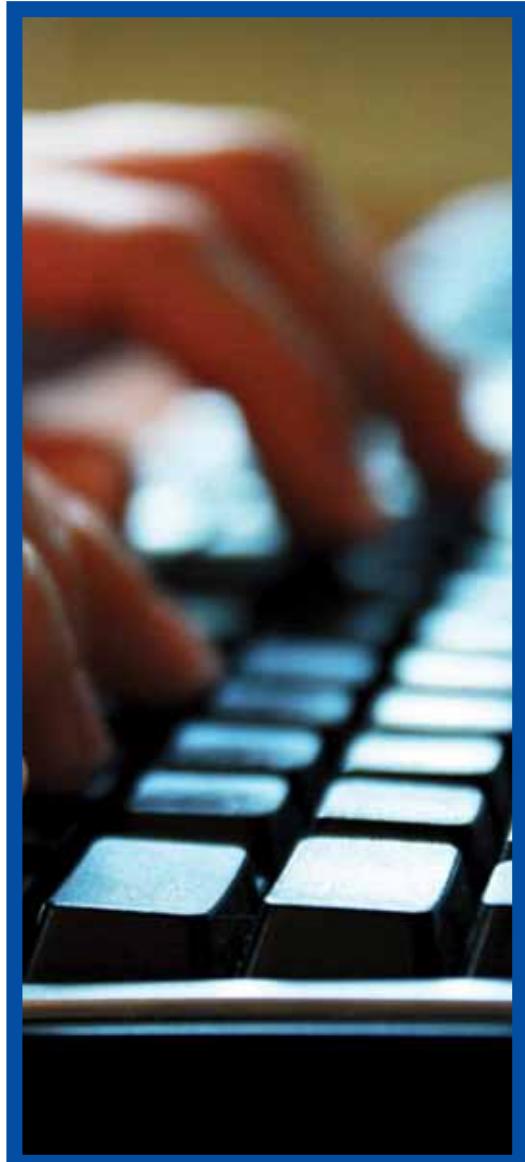
2.7.0.1. Promoting student and doctoral initiatives respecting academic values	continuous objective	2 (I)	2 (C)	number of initiatives	University of Silesia funds
2.7.0.2. Implementation of a zero tolerance policy on plagiarism and other unethical behaviours	October 2012 <i>then</i> continuous objective	2 (I)	2 (C)	rules in force	no costs
2.7.0.3. Introduction of anti-plagiarism measures, e.g. an anti-plagiarism system and information seminars	October 2012 <i>then</i> continuous objective	2 (I)	2 (C)	number of papers, theses and dissertations vetted by the system, number of seminars	external funds, University of Silesia funds
2.7.0.4. Promoting a code of promotional ethics among students and doctoral candidates	October 2012 <i>then</i> continuous objective	2 (I)	2 (C)	number of classes	University of Silesia funds

# STRATEGIC OBJECTIVE

## 3.

### ACTIVE COOPERATION BETWEEN THE UNIVERSITY AND ITS ENVIRONMENT

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The past decade has brought a synthesis of the idea of a nineteenth-century ‘research university’ with a twentieth-century ‘teaching-oriented university’. The outcome is a ‘third mission’ university, also referred to as ‘third generation’ university, ‘entrepreneurial university’ or ‘responsible university’, which not only does not resign from realisation of its own autonomous cognitive and educational goals, but also assumes co-responsibility for its social environment and successful development thereof. In other words, the outcome is a university which better serves the community and society.

Awareness of mutual benefits and opportunities resulting from cooperation between the University and its socio-economic environment – concerning the development of not just the University, but also the region, country, and Europe – translates into building bridges between science and culture, education, economy, and politics. The University is increasingly responsive to the needs of the Region in which it is developing, offering its specialists, apparatus, information resources, libraries, facilities and achievements. The fact that the University is present in five cities helps increase its impact on the Region.

As the largest higher education institution in Silesia, the University has the privilege, and at the same time an obligation, to express opinions on matters which are of special importance for the region,



and adjusts its own actions to match the expectations of the region. The University is in permanent contact with local government institutions, community organisations, businesses, as well as cultural and educational institutions, and remains responsive to their needs. A whole range of initiatives undertaken at and by the University directly serve the local communities.

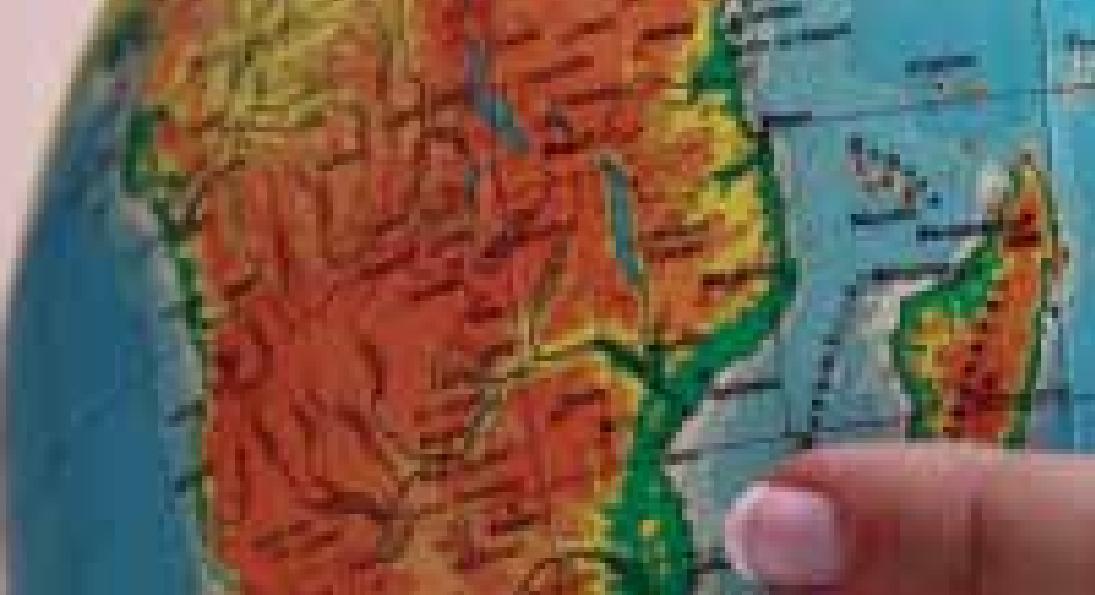
Cooperation between the University and its environment also means collaboration with other higher education institutions based in Silesia. Mutual plans include the establishment of an association of public Silesian higher education institutions with the aim of undertaking joint research and educational projects while maintaining the identity and autonomy of each of the member institutions. In addition to development of inter-university curricula and creation of opportunities for interdisciplinary research, this will ensure complementariness and optimisation of academic staff. It will also enable filing joint applications for external funding to finance e.g. construction of world-class laboratories or acquisition of large research apparatus. Integrated action would ultimately boost the member institutions' brand awareness and competitiveness.

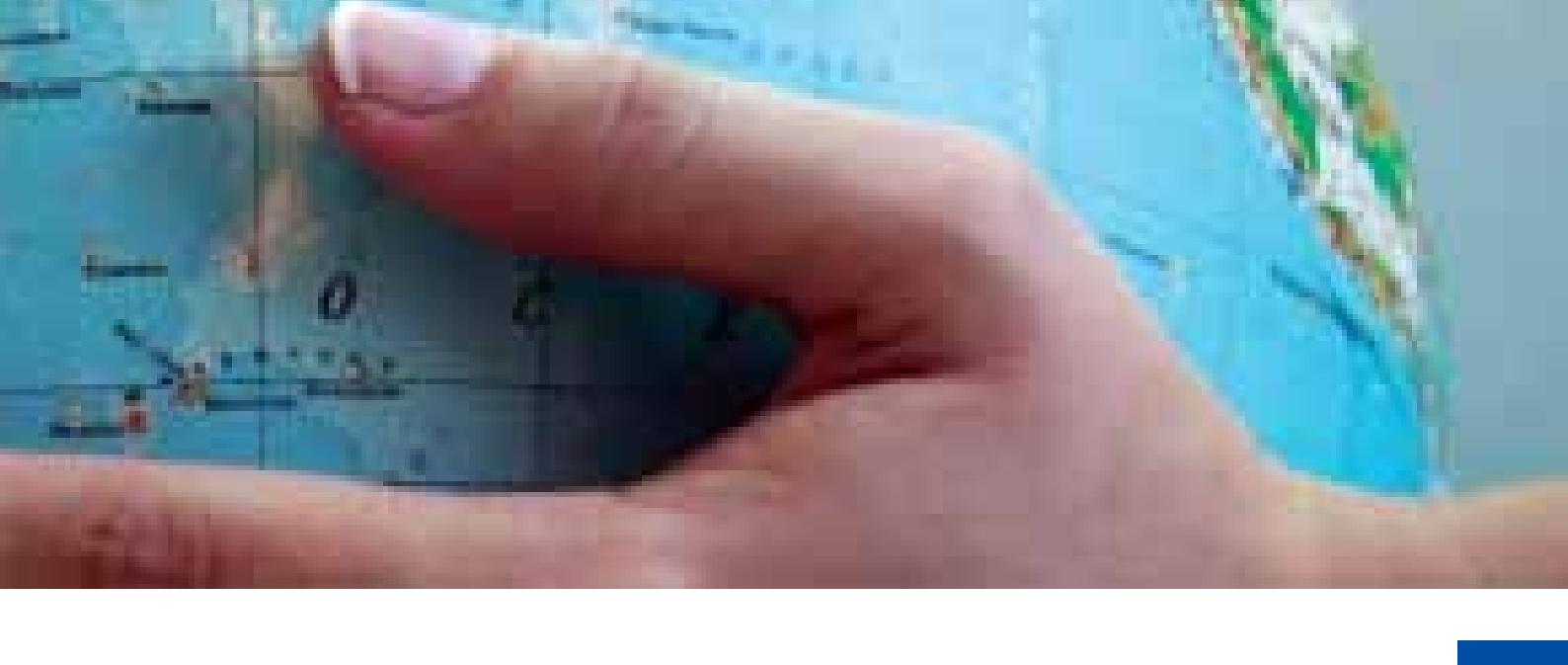
Cooperation with business and industry is the University's response to the global trend which highlights practical application and commercialisation of knowledge. Needless to say, this is not philanthropic activity. Hence, it must be beneficial – and not just





financially – to both parties. Closer links with business and industry may help our alumni in pursuit of satisfying career options. Due to a wide spectrum of basic and applied research conducted at various units within its structure, the University of Silesia has a considerable intellectual potential which should be at least partially used to bolster economic growth of Poland. One of the priority objectives of the University of Silesia is to establish and build relationships with business and industry so as to fully use the University's capacity in respect of research findings. Transfer of research results from the University to industry is not an easy task. Hence, the Strategy stipulates cooperation with external partners specialising in commercialisation of research findings. Another important issue is development of personnel resources to facilitate knowledge and technology transfer and stimulate cooperation between science, business and local governments. Whereas the University of Silesia has already undertaken measures aimed at transferring intellectual property to various branches of industry, these measures did not result from a coherent strategy. Preparation of a comprehensive business proposal encompassing inventions, technological solutions, patents and research options created by our scientists will increase the likelihood of implementing some of such ideas, which in turn will mean that the University's scientific potential will be fully used.

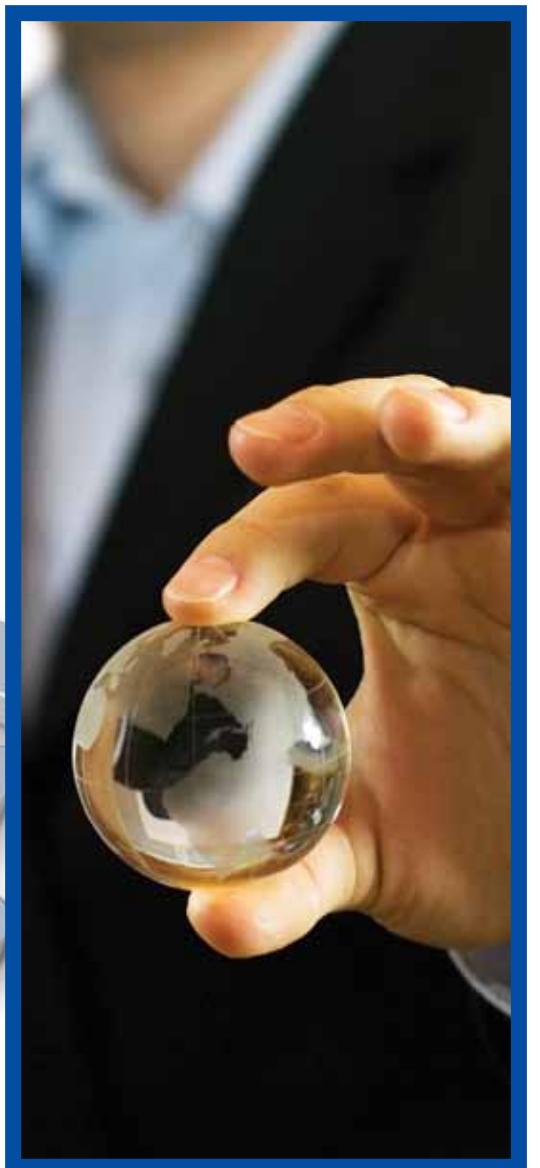




Cooperation between the University and schools, secondary ones in particular, is of paramount importance. It takes different forms, of which especially worthwhile is the creation and launch of academic classes and academic high schools. Active involvement of the University of Silesia academics in the process of school education is desirable for numerous reasons.

In its relationships with the broadly understood environment, the University of Silesia must work towards being perceived as an institution which is socially useful not just because of its core activity, i.e. education, but also due to its knowledge capital and therein contained wisdom and readiness to serve the community and society in all areas of its expertise and within its capabilities.

An important step towards broadening the University's relationships with businesses is – in addition to implementation of consistent complementary measures – development of good practices regarding cooperation with employers.



# OPERATIONAL OBJECTIVES

## 3

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### ACTIVE COOPERATION BETWEEN THE UNIVERSITY AND ITS ENVIRONMENT

- 001.** Promoting the idea of social responsibility of the University
- 002.** Fostering positive relationships between the University and its environment
  - 002.1. Making the University of Silesia's infrastructure available for events important for the Region and Country
  - 002.2. Assuming honorary patronage over events organised in the Region and Country
- 003.** Regular cooperation with local, regional and international institutions representing the University of Silesia's environment
  - 003.1. Cooperation with business and industry
    - 3.1.1. Commercialisation and university-industry knowledge transfer
    - 3.1.2. Supporting academic entrepreneurship
  - 003.2. Cooperation with employers
  - 003.3. Strengthening relationships with University of Silesia alumni
  - 003.4. Intensification of cooperation with industry and local and regional governments
  - 003.5. Intensification of cooperation with schools
  - 003.6. Creating a positive image of the University of Silesia in the media and building the University's brand awareness in the external environment
- 004.** Intensification of cooperation with public higher education institutions based in Silesia
- 005.** Active cooperation with domestic and European academic organisations
- 006.** Promotion and honouring of prominent figures linked with the University of Silesia and the Region

ACTION	RESPONSIBILITY	DATE / DEADLINE	SIGNIFICANCE (1-3)	DEGREE OF COMPLEXITY (1-3)	MEASURE / RESULT	POTENTIAL SOURCE OF FINANCE
<b>STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE</b>						
<b>3.1. Promoting the idea of social responsibility of the University</b>						
3.1.0.1. Inspiring the academic community to undertake initiatives aimed at the University's social and economic environment	R, D	continuous objective	3 (AP)	2 (C)	number of initiatives	no costs
3.1.0.2. Organisation of public debates and active participation therein	R, D	continuous objective	3 (AP)	2 (C)	number of debates	external funds, including sponsors, University of Silesia funds
3.1.0.3. Organisation of charitable actions	RI, D, SGP, DCGP	continuous objective	2 (I)	2 (C)	number of initiatives	external funds, including sponsors, institutions
3.1.0.4. Promotion and strengthening of civil society, and popularisation of democratic values	R, SGP, DCGP	continuous objective	2 (I)	2 (C)	number of measures undertaken	University of Silesia funds
<b>STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE</b>						
<b>3.2. Fostering positive relationships between the University and its environment</b>						
3.2.0.1. Diagnosis of the University's potential for cooperation with social and economic environment	RR/RI, D, CH	June 2012 <i>then</i> continuous objective	2 (I)	2 (C)	document	no costs
3.2.0.2. Diagnosis of expectations of social and economic environment regarding cooperation with the University	RR/RI, D, CH	end of 2012 <i>then</i> continuous objective	2 (I)	2 (C)	document	no costs
3.2.0.3. Developing a concept of cooperation between the University and its social and economic environment	RR/RI, D, CH	February 2013 <i>then</i> continuous objective	2 (I)	2 (C)	concept	no costs
3.2.0.4. Legal and organisational preparation of the University of Silesia for cooperation with its social and economic environment	RR/RI	end of 2012	2 (I)	2 (C)	documents	no costs
3.2.0.5. Increase in activity of the Council of the University of Silesia	R	continuous objective	2 (I)	2 (C)	number of actions	external funds, institutions



## STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE

### 3.3. Regular cooperation with local, regional and international institutions representing the University of Silesia's environment

#### 3.3.1. Cooperation with business and industry

##### 3.3.1.1. Commercialisation and university-industry knowledge transfer

3.3.1.1.1. Fostering relationships between academics and business entities	RR, D	continuous objective	3 (AP)	BZ (Z)	number of contacts established	external funds, University of Silesia funds
3.3.1.1.2. Creating internal regulations for the protection of intellectual property and commercialisation of research	RR	end of 2012	3 (AP)	2 (C)	documents, regulations	no costs
3.3.1.1.3. Striving to increase the number of new inventions	RR, D	continuous objective	3 (AP)	2 (C)	number of patent applications	external funds, including projects, University of Silesia funds
3.3.1.1.4. Raising funds abroad for the protection of intellectual property in Poland	RR	continuous objective	3 (W)	2 (C)	funds raised	external funds, including projects, University of Silesia funds
3.3.1.1.5. Provision of reciprocal services between business entities and the University, with respect to the following: infrastructure, access to library collections, consulting, knowledge, and know-how	RR, D	continuous objective	2 (I)	2 (C)	number of agreements	external funds, University of Silesia funds
3.3.1.1.6. Creation of research teams comprised of academics and representatives of business entities and establishment of scientific research consortiums conducting collaborative research and commissioned research	RR, D	continuous objective	2 (I)	2 (C)	number of initiatives	external funds, including projects, institutions, University of Silesia funds
3.3.1.1.7. Development of the Office for Industry Cooperation	RR	continuous objective	2 (I)	2 (C)	number of initiatives	external funds, including projects, University of Silesia funds
3.3.1.1.8. Promotion of the University of Silesia as an expert in innovative technological solutions	RR, D	continuous objective	2 (I)	2 (C)	number of opinions issued	external funds, including institutions

3.3.1.1.9. Organisation of seminars for employees on the role and significance of knowledge commercialisation and the benefits thereof	RR	continuous objective	2 (I)	2 (C)	number of seminars	external funds, including projects, University of Silesia funds
3.3.1.1.10. Presentation of research findings to entrepreneurs	RR	continuous objective	2 (I)	2 (C)	number of meetings, number of undertakings	external funds, including projects, University of Silesia funds
3.3.1.1.11. Creation of a database for businesses and preparation of research and expert opinion offers and lists of employees and their academic interests at different faculties	RR, D	continuous objective	2 (I)	2 (C)	database and offers	University of Silesia funds
<b>3.3.1.2. Supporting academic entrepreneurship</b>						
3.3.1.2.1. Creation of a program facilitating establishment of and support for companies such as spin-offs, spin-outs and start-ups	RR, DS/OIC	end of 2013	2 (I)	2 (C)	program	external funds, including projects, institutions, University of Silesia funds
3.3.1.2.2. Raising capital from businesses to run companies such as spin-offs and spin-outs	RR, D	continuous objective	2 (I)	3 (HC)	capital raised	external funds
3.3.1.2.3. Development of the Academic Entrepreneurship Incubator	RR	continuous objective	2 (I)	2 (C)	number of initiatives	external funds, including projects
<b>3.3.2. Cooperation with employers</b>						
3.3.2.1. Building satisfying long-term relationships with employers	RI, D	continuous objective	3 (AP)	2 (C)	number of agreements	external funds, including projects, institutions, University of Silesia funds
3.3.2.2. Development of the Career Centre	RI	continuous objective	2 (I)	2 (C)	number of initiatives	external funds, including projects, University of Silesia funds
3.3.2.3. Update and development of a platform matching job offers and employee profiles	RI	continuous objective	2 (I)	2 (C)	updated platform	external funds, including sponsors, University of Silesia funds

3.3.2.4. Creation of an information repository with information on firms representing various sectors and industries in the Region and Country	RI, D	continuous objective	2 (I)	2 (C)	volume of information	no costs
3.3.2.5. Organisation of Career Fairs for students, doctoral candidates and alumni of the University of Silesia	RI	continuous objective	2 (I)	2 (C)	number of career fairs	external funds, including sponsors, institutions, University of Silesia funds
<b>3.3.3. Strengthening relationships with University of Silesia alumni</b>						
3.3.3.1. Elaboration and implementation of an alumni relations concept	RI	June 2012	3 (AP)	2 (C)	concept	no costs
3.3.3.2. Creation and updating of a University of Silesia alumni database	RI	continuous objective	2 (I)	2 (C)	updated database	no costs
3.3.3.3. Monitoring of University of Silesia alumni careers	RI	continuous objective	2 (I)	2 (C)	number of reports	external funds, including projects
3.3.3.4. Enhanced cooperation with the University of Silesia Alumni Association, including organisation of cyclic Alumni Reunions or Alumni Balls	RI	continuous objective	2 (I)	2 (C)	number of collaborative initiatives	external funds, participant fees
3.3.3.5. Launch of an alumni newsletter	RI	March 2012 <i>then</i> continuous objective	2 (I)	1 (S)	number of recipients	no costs
3.3.3.6. Promotion of alumni on domestic and international labour markets, including organisation of a competition ‘Best Diploma of the Year’	RI	continuous objective	2 (I)	2 (C)	number of initiatives	University of Silesia funds
<b>3.3.4. Intensification of cooperation with industry and local and regional governments</b>						
3.3.4.1. Collaborative application for EU funding and other funds	RF, CH	continuous objective	2 (I)	2 (C)	number of applications, number of projects carried out	external funds, including projects, institutions, University of Silesia funds
3.3.4.2. Conducting research projects important for sustainable development of the Region	RR, D	continuous objective	2 (I)	2 (C)	number of research projects	external funds, including projects, institutions, University of Silesia funds

3.3.4.3. Professional counselling and expert opinions for administration and local and regional governments	RR, D	continuous objective	2 (I)	2 (C)	number of expert opinions issued for the Region	external funds
<b>3.3.5. Intensification of cooperation with schools (combined with SO 2, OO 2.4)</b>						
3.3.5.1. Development and implementation of a scheme for cooperation with secondary schools (cooperation programme, patronage contracts, promotional activities, etc.)	RE	continuous objective	2 (I)	2 (C)	number of initiatives	University of Silesia funds
<b>3.3.6. Creating a positive image of the University of Silesia in the media and building the University's brand awareness in the external environment</b>						
3.3.6.1. Organisation of an information and media campaign in respect of the programmes, research, innovation and events organised by the University	RI	continuous objective	2 (I)	2 (C)	number of promotional materials / number of articles / number of initiatives	University of Silesia funds
3.3.6.2. Creation of an effective system for internal flow of information attractive for the media	RI, D	June 2012 <i>then</i> continuous objective	2 (I)	2 (C)	system	no costs
3.3.6.3. Organisation of training courses for academics, doctoral candidates, and students	RI	continuous objective	2 (I)	2 (C)	number of training courses	University of Silesia funds
3.3.6.4. Monitoring of the University of Silesia's position in the media	RI	continuous objective	1 (N)	1 (S)	daily monitoring, reports	University of Silesia funds
<b>STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE</b> <b>3.4. Intensification of cooperation with public higher education institutions based in Silesia</b>						
3.4.0.1. Striving for greater consolidation of Silesian public universities, e.g. through promotion of the idea of establishing a Silesian universities union	R	end of 2020	3 (AP)	3 (HC)	number of collaborative actions	Silesian universities funds
3.4.0.2. Creation of a joint action concept, covering education, science, innovation, and infrastructure, and aimed at improving the position of Silesian universities in Poland and abroad	R	end of 2015	3 (AP)	3 (HC)	concept	Silesian universities funds

### STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE

#### 3.5. Active cooperation with domestic and European academic organisations

3.5.0.1. Active cooperation with and participation in CRASP, CRPU, EUA and other organisations	R	continuous objective	2 (I)	2 (C)	number of collaborative actions	University of Silesia funds
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### STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE

#### 3.6. Promotion and honouring of prominent figures linked with the University of Silesia and the Region

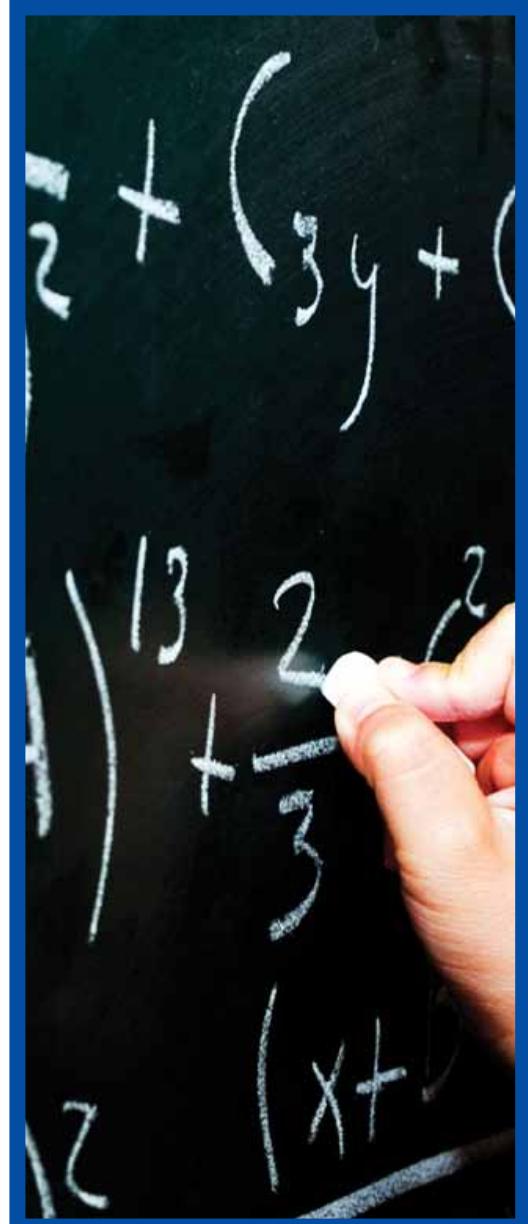
3.6.0.1. Organisation of a contest honouring prominent personalities from the world of science, culture and politics	R, Contest Jury	end of 2012 <i>then</i> continuous objective	2 (I)	2 (C)	number of awardees	University of Silesia funds
3.6.0.2. Honouring personalities with Medal of the University of Silesia and other distinctions	R	continuous objective	2 (I)	2 (C)	number of honourees	University of Silesia funds
3.6.0.3. Honouring personalities University of Silesia Walk of Fame	R, Contest Jury	continuous objective	2 (I)	2 (C)	number of honourees	University of Silesia funds

# STRATEGIC OBJECTIVE

## 4.

### SYSTEM-BASED MANAGEMENT OF THE UNIVERSITY

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To meet the current and anticipated challenges, the University – both as a whole and at faculty level – must be governed and managed in a strategic and system-based way. This applies to all of its resources, finance, processes, as well as to knowledge generated and transferred within its structures. Based on identification of factors and processes which are crucial for the development of the University and on understanding of the dynamics of changes therein, strategic management focuses on a selected group of objectives which – if achieved – ensure better quality, dynamic growth and enhanced competitiveness of the University. Strategic management involves coordination and integration of measures affecting different areas of the University. An important element of strategic management is mid- and long-term planning reflecting the University's strategic and operational objectives. Simultaneously, the University develops new or improves existing integrated systems streamlining its functioning. System-based management also facilitates decision making, and eliminates discretionary and intuitive decision making. System-based approach to governance and management places emphasis on mutual relationships between units comprising the University as the functioning of each and every single element impacts on the functioning of others. In this context, coordination of activities of university-wide administration and faculty administration.



Strategic and system-based management streamlines the University's adaptation to changing external conditions, including changing needs and expectations of recipients of educational and research services. At the same time, it also triggers positive internal changes: rationalisation of organisational structure and employment, simplification and facilitation of decision making at all levels through improved document flow, deregulation and modernisation of the human resource management system as well as other actions set forth in Strategy Charts for strategic objectives. Implementation of the Management Control System will guarantee monitoring of all strategically important actions and measures undertaken at the University.

Due to insufficient funds obtained from traditional sources (state subsidies, educational service fees, research activity, realisation of the University's ambitious development plans requires more successful raising of capital from domestic and international financing mechanisms. Hence, the Strategy stipulates implementation of a dynamic system for raising finance from external sources. At the same time, researchers and academics applying for funds to conduct large research or educational projects will receive requisite support when working on applications.

Where system-based management is concerned, the University of Silesia is quite unique in Poland due to significant territorial dispersion of its units. This causes a range of logistical problems and adversely affects integration of the academic community. That alone makes it necessary to streamline internal





communication (flow of information) using modern information technologies. The overall objective is for people linked with the University to stronger identify with it.

Information technology is currently a primary tool for the implementation of a strategy of any organisation. Therefore, to ensure smooth and steady development, the University of Silesia needs a well-functioning IT system. Objectives in this priority area include expanding the range of IT services so as to increase their availability and improve their quality, and increasing candidate, student, doctoral candidate and employee self-service levels using services available on the Internet. Modernisation of IT infrastructure at the University of Silesia, initiated with gradual implementation of an integrated university management system, USOS, etc., is a long-term process.

Whereas sustainable growth of all units within the University requires proper facilities, as well as research and social infrastructure, at the same time, it encourages rational use thereof. The University of Silesia will continue its present policy regarding the development of its research and instructional facilities, and will strive to provide more opportunities for design and modernisation of campuses. The development of building infrastructure and effective facility management require a long-term development plan, as well as revitalisation and modernisation of existing infrastructure. Accordingly, an in-depth analysis will be carried out to examine the use of the University's existing facilities, and the findings



will be used to draw conclusions regarding ways to optimise the use thereof. A separate issue is an analysis of potential sources of funding for new investments, including solutions such as reimbursable support of public-private partnership.

Without a doubt, the greatest challenges in respect of strategic management of the University are related to human resources. The University of Silesia will strive to maintain its reputation as a friendly employer. Irrespective of that, considerable efforts will be directed at the creation of an incentive scheme to stimulate and increase the involvement of all employees in realisation of the University's objectives.



# OPERATIONAL OBJECTIVES

## 4

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### SYSTEM-BASED MANAGEMENT OF THE UNIVERSITY

- 001.** Implementation of system-based, efficient and modern management of the University
- 4.1.1. Balanced supervision of all areas of the University's activity
  - 4.1.2. Adjusting the organisational structure of the University to realisation of new objectives
  - 4.1.3. Supporting student and doctoral candidate governments
  - 4.1.4. Bringing together associations and foundations working towards development of the University of Silesia
  - 4.1.5. Implementation of a fundraising system
  - 4.1.6. Obtaining subsidies and grants for University development and efficient project implementation and accounting
- 002.** Development of a communications system and internal PR
- 4.2.1. Building effective communication at the University
  - 4.2.2. Commitment to the University's organisational culture
- 003.** Streamlining human resource management
- 4.3.1. Human resource planning
  - 4.3.2. Human resource development
  - 4.3.3. Individualised career development support for persons playing a crucial role in governance of the University
- 004.** Development of IT infrastructure
- 4.4.1. Rationalisation and development of IT infrastructure and IT services
  - 4.4.2. Increasing self-service level of candidates, students, doctoral candidates and employees using services available on the Internet
  - 4.4.3. Development of computer-based management systems
- 005.** Improving the financial management system
- 4.5.1. Improving budgeting and planning processes
  - 4.5.2. Analysis process optimisation
  - 4.5.3. Continuing implementation of financial control processes
- 006.** Development of infrastructure and real estate management
- 4.6.1. Creation of a long-term plan for development and modernisation of existing infrastructure and creation of a land use plan
  - 4.6.2. Analysis of potential sources of investment finance

ACTION	RESPONSIBILITY	DATE / DEADLINE	SIGNIFI-CANCE (1-3)	DEGREE OF COMPLEXITY (1-3)	MEASURE / RESULT	POTENTIAL SOURCE OF FINANCE
<b>STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE</b>						
<b>4.1. Implementation of system-based, efficient and modern management of the University</b>						
<b>4.1.1. Balanced supervision of all areas of the University's activity</b>						
4.1.1.1. Monitoring of the University's strategy implementation, and regular adjustment thereof to the ever-changing conditions	R, CH	continuous objective (according to dates / deadlines set for particular actions)	3 (AP)	3 (HC)	degree of completion of various strategic actions within deadlines	University of Silesia funds
4.1.1.2. Strategy formulation and implementation at faculty and central administration (CA) department level	D, CH	end of 2012 <i>then</i> continuous objective	3 (AP)	3 (HC)	strategies at faculty and departmental level	University of Silesia funds
4.1.1.3. Effective implementation and monitoring of the Management Control System (MCS), with special focus on risk management	RF, D, CHL	continuous objective	3 (AP)	3 (HC)	Management Control System (MCS)	University of Silesia funds
4.1.1.4. Striving for balanced budgets of organisational units	RF, D	continuous objective	3 (AP)	3 (HC)	balanced budgets of organisational units	no costs
<b>4.1.2. Adjusting the organisational structure of the University to realisation of new objectives</b>						
4.1.2.1. Creation of administrative structure with clearly defined responsibility, facilitating the realisation of new objectives	CH	end of 2012	2 (I)	2 (C)	optimised structure / number of new objectives	no costs
4.1.2.2. Creation of strong organisational units through consolidation of the potential	R, D	continuous objective	2 (I)	2 (C)	strong organisational units	external funds, University of Silesia funds
4.1.2.3. Coordination of central administration activities with administration objectives at faculty level	D, CH	continuous objective	2 (I)	2 (C)	number of coordinated actions	no costs
4.1.2.4. Analysis and review of objectives of different central administration departments	CH	end of 2012	2 (I)	2 (C)	new objectives	no costs

4.1.2.5. Identification of objectives which might be accomplished through outsourcing	RF, CH	continuous objective	2 (I)	2 (C)	number of objectives realised through outsourcing	no costs
<b>4.1.3. Supporting student and doctoral candidate governments</b>						
4.1.3.1. Organisational and financial support for student and doctoral candidate governments	RI, D	continuous objective	2 (I)	2 (C)	number of supported initiatives	external funds, including sponsors, University of Silesia funds
4.1.3.2. Organisational and financial support for culture and student sport, including support for Juwenalia student festival	RI, D	continuous objective	2 (I)	2 (C)	number of supported initiatives	external funds, including sponsors, University of Silesia funds
4.1.3.3. Increase in student and doctoral candidate research and scientific activity	RI, D, SGP, DCGP	continuous objective	2 (I)	2 (C)	number of student research clubs and other organisations	external funds, including sponsors, University of Silesia funds
4.1.3.4. Promotion of academic entrepreneurship	RI, D	continuous objective	2 (I)	2 (C)	number of consultations and initiatives	external funds, including projects, sponsors, University of Silesia funds
4.1.3.5. Increasing student and doctoral candidate activity and encouraging students to undertake initiatives aimed at the University of Silesia and its environment	RI, D, SGP	continuous objective	2 (I)	2 (C)	initiatives / actions	no costs
<b>4.1.4. Bringing together associations and foundations working towards development of the University of Silesia</b>						
4.1.4.1. Increase in the effectiveness of initiatives undertaken by associations and foundations working for the benefit of the University	CH	continuous objective	2 (I)	2 (C)	associations' and foundations' share – expressed as a percentage – in realisation of the University's objectives / funds raised for the University of Silesia	external funds

4.1.4.2. Modification in statuses of foundations and associations with respect to provision of financial and organisational support for the University	RF, CH	end of 2012 <i>then</i> continuous objective	2 (I)	2 (C)	introduction of provisions on financial support for the University to foundation statutes / funds raised for the University of Silesia	no costs
<b>4.1.5. Implementation of a fundraising system</b>						
4.1.5.1. Development of an effective fundraising system and creation of a Fundraising Team	RF, CH	November 2012	3 (AP)	2 (C)	fundraising system / Fundraising Team	no costs
4.1.5.2. Creation of an advertising proposal for potential partners of the University of Silesia	RI	November 2012	1 (N)	1 (S)	advertising proposal	University of Silesia funds
4.1.5.3. Building social capital through development of a network of business contacts, maintaining positive relationships with them, and collecting information on benefactors	RI, CH	continuous objective	1 (N)	1 (S)	benefactor database	University of Silesia funds
<b>4.1.6. Obtaining subsidies and grants for University development and efficient project implementation and accounting</b>						
4.1.6.1. Creation and implementation of a functional system generating applications	RR, CH	end of 2012 <i>then</i> continuous objective	2 (I)	2 (C)	system in place / number of applications generated	University of Silesia funds
4.1.6.2. Preparation and implementation of rules governing project management – creation of a system monitoring the implementation of measures	RR, CH	end of 2012 <i>then</i> continuous objective	2 (I)	2 (C)	rules in force	University of Silesia funds
4.1.6.3. Streamlining a system for project accounting and financial control (including procedures for project finance handling)	RR/RF, CH, B	end of 2012 <i>then</i> continuous objective	2 (I)	2 (C)	system in force	University of Silesia funds
4.1.6.4. Introduction of systematic opinion surveys for academics on the effectiveness of administrative work accompanying research projects	RR, D	continuous objective	2 (I)	2 (C)	report	University of Silesia funds

4.1.6.5. Creation of a webpage with information on currently available competitions	RR	June 2012 <i>then</i> continuous objective	1 (N)	1 (S)	webpage	no costs
<b>STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE</b> <b>4.2. Development of a communications system and internal PR</b>						
<b>4.2.1. Building effective communication at the University</b>						
4.2.1.1. Facilitating the University's internal communications system	CH	June 2013	2 (I)	2 (C)	communication system	University of Silesia funds
4.2.1.2. Implementation of an updated office procedures manual	CH	March 2012	2 (I)	2 (C)	office procedures manual	no costs
4.2.1.3. Implementation of procedures for the flow of financial and other documents	CH, B	June 2012	2 (I)	2 (C)	document flow procedures	no costs
4.2.1.4. Implementation of electronic document flow	CH	end of 2012	2 (I)	3 (HC)	electronic document flow	external funds, including projects, University of Silesia funds
4.2.1.5. Implementation of new communications technologies	CH	continuous objective	2 (I)	2 (C)	new technologies	external funds, including projects
4.2.1.6. Organisation of trainings for administrative staff on effective team communication	CH	continuous objective	2 (I)	2 (C)	number of employees trained	external funds, including projects
<b>4.2.2. Commitment to the University's organisational culture</b>						
4.2.2.1. Development and implementation of integration programmes for the University's employees and their families	CH	February 2013 <i>then</i> continuous objective	2 (I)	2 (C)	number of integration programmes / number of employees	external funds, including sponsors, University of Silesia funds
4.2.2.2. Strengthening bonds and affinity between the University and its employees and building a positive image of the University among the employees	R, CH	continuous objective	2 (I)	2 (C)	employee level of satisfaction	University of Silesia funds

## STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE

### 4.3. Streamlining human resource management

#### 4.3.1. Human resource planning

4.3.1.1. Carrying out a human resource analysis and sorting out the scope of responsibilities	D, CH	June 2012	3 (AP)	3 (HC)	analysis report	no costs
4.3.1.2. Development and implementation of a system for recruitment planning and recruitment of specialists as required	D, CH	September 2012 <i>then</i> continuous objective	3 (AP)	2 (C)	recruitment planning system in place	University of Silesia funds
4.3.1.3. Establishment of the Professional Development Centre (PDC)	CH	October 2012	2 (I)	2 (C)	establishment of the Professional Development Centre (PDC)	external funds, including projects
4.3.1.4. Promotion of placement and internship opportunities for students and university graduates at the University of Silesia	D, CH	continuous objective	1 (N)	1 (S)	number of interns and trainees	external funds, including UP

#### 4.3.2. Human resource development

4.3.2.1. Development and implementation of training programmes for employees, aimed at improving the implementation of strategic objectives	D, CH	continuous objective	2 (I)	2 (C)	number of training programmes / number of employees	external funds, including projects, University of Silesia funds
4.3.2.2. Improvement of administrative staff incentive scheme, including remunerations, bonuses, rewards, promotions	RF, CH, D	October 2012	2 (I)	2 (C)	incentive scheme	external funds, including projects, University of Silesia funds
4.3.2.3. Development and implementation of an administrative staff control system	D, CH	end of 2012 <i>then</i> continuous objective	2 (I)	2 (C)	performance appraisal system	external funds, including projects, University of Silesia funds
4.3.2.4. Provision of free professional development opportunities for administrative staff within the postgraduate programmes available at the University of Silesia	RF, CH	January 2013 <i>then</i> continuous objective	2 (I)	2 (C)	number of participants	University of Silesia funds

4.3.2.5. Improving the command of English of administrative staff working with international students	CH	continuous objective	2 (I)	2 (C)	number of employees trained	external funds, including projects, University of Silesia funds
<b>4.3.3. Individualised career development support for persons playing a crucial role in governance of the university</b>						
4.3.3.1. Creation of a support and development scheme for action leaders	CH	January 2013 <i>then</i> continuous objective	2 (I)	2 (C)	scheme	University of Silesia funds
<b>STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE</b> <b>4.4. Development of IT infrastructure</b>						
<b>4.4.1. Rationalisation and development of IT infrastructure and IT services</b>						
4.4.1.1. Modernisation of IT infrastructure, including the server room and University of Silesia Academic Computer Network (ACN)	CH	end of 2016	3 (AP)	3 (HC)	modernisation of server room, completion of subsequent stages of modernisation of the ACN	external funds, including projects, University of Silesia funds
4.4.1.2. Integration of IT departments and optimal use of available IT infrastructure	CH	end of 2013	2 (I)	2 (C)	new structure of IT department	University of Silesia funds
4.4.1.3. Creation of a catalogue of IT services and definition of desired level of safety, availability and quality of these services	CH	end of 2012	2 (I)	2 (C)	catalogue of services	University of Silesia funds
4.4.1.4. Maintaining a single technology purchase policy applicable university-wide and improving procedures ensuring observance of property rights	CHL, D	continuous objective	2 (I)	2 (C)	technology purchase policy in place	external funds, including projects, University of Silesia funds
<b>4.4.2. Increasing self-service level of candidates, students, doctoral candidates and employees using services available on the Internet</b>						
4.4.2.1. Continuing implementation of IT systems available on the website and concerning study mode	RE, CH	continuous objective	3 (AP)	2 (C)	number of available functionalities	external funds, including projects, University of Silesia funds

4.4.2.2. Continuing implementation of IT tools supporting education quality assurance	RE, CH	May 2014	2 (I)	2 (C)	implementation	external funds, including projects, University of Silesia funds
4.4.2.3. Functionality extension and personalisation of staff portal	CH	end of 2012	2 (I)	2 (C)	portal launch	external funds, including projects, University of Silesia funds
4.4.2.4. Increase in the number of users of the University of Silesia IT systems	CH	continuous objective	2 (I)	2 (C)	number of users	University of Silesia funds
4.4.2.5. Increase in the level of support for IT system users, including the launch of a virtual Help Desk	CH	continuous objective	2 (I)	2 (C)	launch of a virtual Help Desk	University of Silesia funds
<b>4.4.3. Development of computer-based management systems</b>						
4.4.3.1. Continuing SAP implementation	D, CH	continuous objective	2 (I)	2 (C)	number of implemented functionalitie	external funds, including projects, University of Silesia funds
<b>STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE</b> <b>4.5. Improving the financial management system</b>						
<b>4.5.1. Improving budgeting and planning processes</b>						
4.5.1.1. Refinement and implementation of budget planning procedures	RF, B	end of September 2012 <i>then</i> continuous objective	3 (AP)	3 (HC)	new and updated procedures	University of Silesia funds
4.5.1.2. Improving cost and project accounting in SAP	B	end of 2012	3 (AP)	3 (HC)	system in place / report	University of Silesia funds

4.5.1.3. Initiation of budgeting of controlling objects and statistical orders (of the ZFST type – source of finance: fixed assets) in SAP	B	June 2012	2 (I)	3 (HC)	budgeting of controlling objects and statistical orders in SAP	University of Silesia funds
<b>4.5.2. Analysis process optimisation</b>						
4.5.2.1. Defining system requirements to generate requisite payroll reports	B	end of 2012	2 (I)	3 (HC)	requisite payroll reports	University of Silesia funds
<b>4.5.3. Continuing implementation of financial control processes</b>						
4.5.3.1. Development and implementation of a separate set of books for activity-based cost accounting, specifying funds from state subsidies and own resources	RF, B	end of 2012	3 (AP)	3 (HC)	developed and implemented set of books	University of Silesia funds
4.5.3.2. Development and implementation of a separate set of books for education costs accounting for full-time programmes and part-time programmes	RF/RE, B	end of 2012	3 (AP)	3 (HC)	developed and implemented rules	University of Silesia funds
4.5.3.3. Improvement of ongoing control of resources for utility provision services	B, CH	June 2012	2 (I)	2 (C)	developed rules	no costs
4.5.3.4. Implementation of system-based control of ZFST subsidies resulting from decisions of the Ministry of Science and Higher Education	RF/RR, B	June 2012	2 (I)	3 (HC)	system in place / automatic resource blocking	no costs

**STRATEGY CHART FOR THE OPERATIONAL OBJECTIVE**  
**4.6. Development of infrastructure and real estate management**

**4.6.1. Creation of a long-term plan for development and modernisation of existing infrastructure and creation of a land use plan**

4.6.1.1. Creation of a University of Silesia infrastructure development plan and land use plan	RF, CH	May 2012	3 (AP)	3 (HC)	university infrastructure development plan	University of Silesia funds
4.6.1.2. Economic analysis of university infrastructure maintenance costs	RF, D, CH	end of 2012	2 (I)	2 (C)	report	no costs
4.6.1.3. Creation of modern rules governing the management of university infrastructure	RF, D, CH	end of 2012	2 (I)	2 (C)	modern rules in place	no costs
4.6.1.4. Implementation of a modern system improving economic accounts of the University's infrastructure	RF, D, CH	continuous objective	2 (I)	3 (HC)	system improving the economics of the University	external funds, including projects, University of Silesia funds

**4.6.2. Analysis of potential sources of investment finance**

4.6.2.1. Multidirectional measures aimed at raising funds for repairs, refurbishments and investments	R, CH, D	continuous objective	3 (AP)	3 (HC)	funds raised	external funds, including projects, PPP
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# List of abbreviations

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## Significance

**3 AP** – absolute priority

**2 I** – important

**1 N** – needed

## Degree of complexity

**1 S** – simple

**2 C** – complex

**3 HC** – highly complex

**ACN** – Academic Computer Network

**B** – Bursar

**CA** – central administration

**CH** – Chancellor

**CHL** – Vice-Chancellor for Logistics Management

**CHT** – Vice-Chancellor for Technical Matters

**CINiBA** – Director of the Scientific Information Centre  
and Academic Library

**D** – Deans

**DCGP** – Doctoral Candidate Government President

**DLC** – Head of Distance Learning Centre

**DS** – Head of the Department of Science

**EO** – Employment Office

**FSGP** – Faculty-Specific Student Government President

**HPH** – Head of Publishing House

**LLC** – Head of Lifelong Learning Centre

**OIC** – Rector's Proxy for Commercialisation and Development  
of Cooperation Networks – Office for Industry Cooperation

**PPP** – Public-Private-Partnership

**R** – His Magnificence Rector

**RE** – Vice-Rector for Education

**RF** – Vice-Rector for Finance and Development

**RI** – Vice-Rector for Student Affairs, Internationalisation  
and Public Relations

**RR** – Vice-Rector for Research and Collaboration with Industry

**SGP** – Student Government President

**SPLC** – Director of the School of Polish Language and Culture

**UD** – Unit Directors







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