

DEVELOPMENT STRATEGY OF THE JOHN PAUL II CATHOLIC UNIVERSITY OF LUBLIN FOR 2020–2025

The John Paul II Catholic University of Lublin, the first Catholic university in Poland, founded in 1918, has been working for the benefit of the Church and Poland for more than a century in accordance with the motto 'Deo et Patriae' – 'To God and Homeland'. By implementing this mission, it fulfils the instructions of its most eminent professor – Saint John Paul II, the Polish Pope, who on 9 June 1987, during a meeting with the academic community, uttered the memorable words: 'University! Serve the Truth! If you serve the Truth, you serve Freedom, Human and Nation Liberation. You serve Life!'

The John Paul II Catholic University of Lublin stood out as a space of freedom, which was particularly important in the life of the Church and the Homeland during the period of communist enslavement. The University also wants to serve free Poland in the same way – ensuring freedom of scientific research, teaching and education in the spirit of Christian respect for the dignity of every human being.

The nature of the activities of the John Paul II Catholic University of Lublin is influenced by the environment in which it operates. A medium-sized university, located in Lublin – a voivodeship capital in eastern Poland, also experiences social, demographic and economic difficulties that are typical of the Lublin region. The university operates in an academic city, under conditions of cooperation and sometimes competition with other universities – both public and private.

Under these conditions, the University wants to maintain its own identity, which makes it recognisable not only in Poland but also abroad. It therefore emphasises, in line with its established tradition, the high quality of its research and education in the humanities, social sciences and theology. At the same time, the University supports the development of research and education in disciplines belonging to other fields of science. The University understands undertaking scientific research and education in the disciplines of biological and medical sciences as its contribution to the papal call to serve life. In turn, the University's presence in the sciences, as well as in engineering and technical sciences expresses its commitment to understanding and transforming the world, inspired by the will to serve the Truth, and thus to serve humanity.

The beautiful pages of the University's history motivate it to constantly develop, so that it is a significant centre of Catholic thought in Poland, a recognisable Catholic university in the world, and can offer fields of study that correspond to both its own tradition and meet the changing aspirations of university candidates and students, social needs and labour market requirements.

Striving to preserve its specificity, while at the same time responding to the needs of the Church and the Homeland in conducting scientific research, teaching and education, the University wants to shape its own development in such a way that it is part of the mission of the Catholic Church, which has been promoting university culture for centuries, in the development strategy of Lublin and Lublin Voivodeship, in the socio-economic development of Poland and in the tasks faced by academic teachers conducting scientific research and university education in an international dimension.

1 CONTEXT OF THE ACTIVITIES AND DEVELOPMENT OF THE JOHN PAUL II CATHOLIC UNIVERSITY OF LUBLIN

The tasks that the University sets for itself in the *Development Strategy* and in the accompanying documents take into account the changed conditions for the activity of the system of science and higher education in the Republic of Poland, resulting from the implementation of the Law on Higher Education and Science of 20 July 2018, as well as broader transformations affecting the labour market in Poland, shaping the needs of higher education candidates, people undertaking other forms of education offered by the University, and the University's employees, in particular academic teachers. The designated directions of development of the University take into account two groups of factors in particular:

1.1. CONTEXT SET

BY STATE POLICY IN THE AREA OF SCIENCE AND HIGHER EDUCATION

- The quality of research, confirmed in the process of evaluation of scientific activities in individual scientific disciplines, will have a greater impact on the University's rights and financing. Providing the University with a stable material basis and development opportunities is therefore closely related to caring for a significant increase in the level of research, including its internationalisation and the visibility of its results, especially by publishing them in scientific journals indexed in international databases.
- A greater degree of internationalisation of student and doctoral education will raise the University's importance among Polish universities internationally and contribute to the development of a more attractive educational offer for students. In accordance with the nature and tradition of a Catholic university, as well as the directions for the development of scientific research and education set by state policy in the area of science and higher education, the internationalisation of the University will also include the exchange of university teachers and research conducted in cooperation with foreign research centres.
- The evaluation of the quality of scientific activity takes into account its practical results, evident in cooperation with external stakeholders, as well as the possibilities of its use in the economic sphere, especially its innovation and commercialisation potential. The University will give greater impetus to new directions of research more closely related to the needs of the socio-economic environment and the needs of the social involvement of the Catholic Church.

1.2. CONTEXT SET

BY SOCIO-ECONOMIC CHANGES AFFECTING HIGHER EDUCATION

- The John Paul II Catholic University of Lublin has been a nationwide university since its establishment. By contributing to the development of Lublin and the Lublin region, it also served students from other regions of the country. Even in the changed legal situation concerning the organisation of science and higher education in Poland, as well as in the conditions of strong competition between universities, the University will retain its supra-local, nationwide character.
- There is a lot of competition for educational services in Poland, which is also evident with regard to studies and other forms of education offered by universities, especially

postgraduate studies, courses and training. Moreover, for secondary school graduates who decide to undertake studies, the largest academic centres are the most attractive for further education – not so much because of a larger or better educational offer, but often for socio-economic reasons, such as the possibility of finding a better-paid job already during studies, cultural offer and urban infrastructure. Therefore, the direction of development of the John Paul II Catholic University of Lublin is influenced not only by the educational offer of other universities in Lublin and the Lublin region, but also by the outflow of some of the university candidates from Lublin. However, in an effort to meet the socio-economic problems of the city and the region, the University can take steps to ensure that its educational offer is better aligned with the needs and aspirations of candidates and the directions of Poland's economic development, in accordance with the *Lublin Voivodeship Development Strategy for 2014–2020 (with an outlook to 2030)* and the *Strategy for Responsible Development for the period up to 2020 (with an outlook to 2030)*.

- Demographic changes experienced by the Lublin region, as well as graduates of secondary schools in Lublin and the Lublin region taking up studies in the largest national academic centres, encourage the University to further develop the educational offer for foreign students and doctoral students, including studies conducted in English.
- The growing interest in acquiring new competences by people already active on the labour market contributes to the development of postgraduate studies, specialised courses and training, and other forms of education offered by Polish universities. Expanding the offer of studies aimed at working people and those who are not professionally active, but interested in acquiring new knowledge, including using distance learning methods, will be an important part of the University's development.

2. VISION OF THE JOHN PAUL II CATHOLIC UNIVERSITY OF LUBLIN

The John Paul II Catholic University of Lublin has full rights of public universities. It operates within the structure of academic institutions and scientific centres in Poland in accordance with the provisions of Polish law, conducting scientific and didactic activities and fulfilling the conditions contained in Polish law for holding the title of university.

As a Catholic university, which is a common good of the Catholic Church, the John Paul II Catholic University of Lublin is subject to the Holy See, and in terms of scientific development and material situation is under the care of the Polish Episcopal Conference. Its activities are part of the Church's mission, as indicated by ecclesiastical law, including in particular the Apostolic Constitution 'Veritatis gaudium' and the Code of Canon Law.

The John Paul II Catholic University of Lublin is also an academic community consisting of academic teachers, administration and service staff, students and doctoral students. Graduates and external stakeholders also play an important role in the life of this community, especially those representing church institutions and institutions and organisations of Lublin and Lublin region.

The vision of the University understood in this way results in its three basic tasks:

1. **Serving God** – implementation of the mission of the Catholic Church in the area of scientific research and education, conducting scientific research recognising the primacy of truth and seeking harmony between faith and reason.
- 2 **Serving the Homeland** – conducting the highest quality scientific research and teaching and educating future generations of citizens capable of taking responsibility for the development of Poland.
3. **Combining tradition with development** – maintaining the University's recognition as a university 'with character', credibly combining tradition and future, faith and reason, openness and values.

3. MISSION OF THE JOHN PAUL II CATHOLIC UNIVERSITY OF LUBLIN

The John Paul II Catholic University of Lublin, fulfilling the tasks facing every university, combines high-quality scientific research with top-quality education.

The special mission of the University, resulting from its Catholic character, is also to support the full development of the human person and learning the truth leading to a fuller knowledge of God as the ultimate Source and goal of all creation. For these reasons, the University's mission includes the participation of members of the academic community, in accordance with their functions and competences, in discussions and research on current ethical, social, economic and legal problems. The University also has the necessary intellectual potential to initiate scientific reflection in these areas.

The John Paul II Catholic University of Lublin embodies its mission in the values and standards of behaviour it promotes.

University Values

- **God is the first value and the source of values.** This is expressed in the presence of Christian symbols at the University, in the appreciation of liturgy and prayer in the life of the academic community, centred around the academic church and the academic ministry, in the traditional elements of university rituals, and in the social and charitable activities undertaken.
- **Fidelity to the teaching of the Catholic Church.** The entire academic life of the University conforms to the indications of the Teaching Authority of the Church. A special role in supporting this value is played by the Grand Chancellor of the John Paul II Catholic University of Lublin – the Archbishop Metropolitan of Lublin, who exercises direct supervision over the University on behalf of the Church authorities.
- **Respect for the inalienable dignity of every human being** – manifested not only in scientific research, but also in other aspects of the University's activities, including, in particular, relations between all members of the academic community. Human relations at the University should bear witness to the declared respect for the dignity of every human being.
- **Reliability and integrity in the performance of assigned tasks and duties.** All members of the academic community are responsible for the high quality of their work. The objective of the staff is to ensure the best possible functioning of the University in terms of research and education.
- **The primacy of truth and freedom in scientific research**, which, however, is always linked to the responsibility of the entire academic community for the Church, the Homeland and the local community.
- **Care for students.** In addition to building an educational offer tailored to the expectations and life aspirations of candidates, the University's concern is to provide students with the best possible educational conditions and to assist them on the path of personal development.

Standards of behaviour at the University

The identity of the University, expressed in the adopted values, gives rise to standards of behaviour, reflected both in internal legal regulations and in everyday relations between members of the academic community. In particular:

- **honesty and integrity** – in research and education, in review and publication procedures, in employee evaluation, in the evaluation of students and doctoral students;
- **respect** – in every aspect of human relations;
- **quality** – striving for the highest quality of research and education, cooperation within the University and with external stakeholders;
- **development and improvement** – the constant search for new and better solutions, forms of organisation, directions of research and education, internal procedures, forms of cooperation with external stakeholders.

Internationalisation as an expression of the Catholicity of the University

- The Catholic character of the University, which corresponds to the universal mission of the Catholic Church that transcends national borders and ethnic and cultural barriers, is also expressed in its emphasis on internationalisation in every aspect of its operation.
- The internationalisation of the University is manifested in the development of research conducted in cooperation with foreign research centres, resulting in high-quality scientific publications, as well as the establishment of lasting contacts with foreign institutions and scientific communities.
- An important part of the University's internationalisation is the adaptation of its fields of study to the needs and interests of foreign candidates. This also implies the need to further improve the administrative processes of administrative service and support for foreign students.
- The internationalisation of the University is also supported by social and educational activities aimed at building intercultural dialogue at the University and in the local environment and strengthening the integration process of foreign students.
- Due to the importance and complexity of the issue of internationalisation of the University, a separate *Strategy for Internationalisation of the John Paul II Catholic University of Lublin* will be developed, detailing the provisions of this *Development Strategy*.

3.1. MISSION OF THE UNIVERSITY IN THE FIELD OF SCIENTIFIC RESEARCH

For the development of the John Paul II Catholic University of Lublin, it is extremely important to conduct top-quality scientific research. According to the current law, 'scientific research is an activity that includes: 1) fundamental research, understood as empirical or theoretical work aimed primarily at acquiring new knowledge about the foundations of phenomena and observable facts without aiming at direct commercial application; 2) applied research, understood as work aimed at acquiring new knowledge and skills, aimed at developing new products, processes or services or introducing significant improvements to them'¹. Research conducted at the University in this way is subject to evaluation or leads to the production of evaluable results.

In terms of research, the University strives to maximise the potential it already has, and to take on research challenges in new fields important to the needs of modern civilisation. The objective of the University's development activities, improving the quality of research, is to transform it into a research university.

The University has an experienced and competent university teachers. The 'Regional Excellence Initiative' programme supporting research in the field of philosophy and theological sciences serves to strengthen the research potential of the University. The University also appreciates and supports research potential in other fields of science. The University's resources, crucial to the quality of its research, include: the University Library, which provides access to the latest publications and full-text electronic databases, and the Publishing House of the Catholic University of Lublin, which has a professional editorial team and is included in the list of publishing houses that publish peer-reviewed scientific monographs.

In order to support the highest quality of scientific research, the University undertakes new initiatives aimed at better use of its resources and their development. In particular, it is improving the internal grant system. This task stems from the experience of funding research activities, indicating that the system of internal grants provides the most efficient use of funds allocated for scientific activities, ensuring that all University employees engaged in research activities have equitable access to apply for support.

To disseminate the results of research conducted at the University, the University Institutional Repository is being developed, as well as scientific journals indexed in internationally recognised databases are published or co-published by the University.

¹ Act of 20 July 2018 – Law on Higher Education and Science, Art. 4, sec. 2.

Strategic objectives in the field of scientific research

The strategic objectives in the field of scientific research, in accordance with the state policy in the field of science and higher education, include both a significant increase in the quality of scientific research and a strong emphasis on conducting it in a broader, primarily international, context.

Objective 1: Improving the quality of research conducted at the University.

Objective 2: Increasing the University's recognition as a research centre, especially by internationalising its research and increasing the citation rate of its results.

Objective 3: Strengthening the impact on the environment through the implementation of research services for external entities and the commercialisation of research results.

3.2. MISSION OF THE UNIVERSITY IN THE FIELD OF EDUCATION

The mission of the John Paul II Catholic University of Lublin is to provide education at the highest level. For the University, education is always linked to formative and education activities in line with its mission to serve God and the Homeland. Education is understood as the provision of studies (first- and second-cycle studies as well as uniform master's studies, postgraduate studies, ecclesiastical studies), educating doctoral students at the Doctoral School of the Catholic University of Lublin and other forms of teaching activity (including at the Open University or the School of Polish Language and Culture).

The education provided at the University, while meeting the requirements of the modern labour market, should also serve to fulfil the intellectual ambitions of students and their personal and spiritual development. By improving the existing educational offer, the University takes care of the development of future social elites, supporting the state and the Church in this respect.

In the area of education, the University has been conducting courses of study that have a long-standing reputation at home and abroad. At the same time, using the potential of the university teachers, it seeks to strengthen existing majors and expand its educational offer so that it meets the needs of the labour market and at the same time arouse the interest of foreign candidates.

Strategic objectives in the field of education

Strategic objectives in the field of education respond to socio-economic challenges that influence the decisions of secondary school graduates about field and place of further education. For this reason, they include constant improvement of the educational offer, as well as making it more widely available to foreign candidates.

Objective 1: Improving the quality and internationalisation of education.

Objective 2: Creating attractive fields of study and other forms of education that meet the needs of the labour market.

3.3. THE MISSION OF THE UNIVERSITY IN THE ECCLESIASTICAL, SOCIAL, EDUCATIONAL AND CULTURAL DIMENSIONS AND IN TERMS OF INTERNAL ORGANISATION

The University's mission includes tasks stemming from its Catholic character, affecting its identity and distinguishing it from other universities in Poland. These tasks have the following dimensions:

- **ecclesiastical** – related to the service to the Church undertaken by the University, understood both as intellectual support of the evangelisation activities of the Catholic Church and the training of personnel for Church institutions and structures;
- **social** – expressed in the conviction to serve the local and national communities;
- **educational** – embodied in the Gospel-inspired formative activities of the University, which covers primarily its students;
- **cultural** – manifested in the highest level of activities promoting Polish culture, as well as national and religious traditions.

An integral part of the University's mission is also the development and improvement of internal organisation, aimed at constantly increasing the level of research and education, as well as improving the quality of management.

Strategic objectives in the ecclesiastical, social, educational and cultural dimensions and in terms of internal organisation

The strategic objectives in the ecclesiastical, social, educational and cultural dimensions, as well as in terms of internal organisation, are related to the Catholic nature of the University, its socio-cultural role, as well as the desire to continuously improve structures and procedures to best fulfil the University's mission.

Objective 1: Making catholicity – understood as the pursuit of harmony between faith and reason, respecting the primacy of truth and the freedom of human intellectual pursuits – the University's distinguishing factor in the field of scientific research and education, as well as in internal organisation, human relations, and educational activities.

Objective 2: Expanding the University's cooperation with church, state, local and social institutions and organisations, and strengthening the University's socio-cultural activities locally, nationwide and internationally.

Objective 3: Improving the management system and structure of the University, including increasing the competences of employees.

Objective 4: Development of the University's infrastructure to support teaching and research work, administrative activities, and improve the social and living conditions of students.

4. IMPLEMENTATION AND MONITORING OF THE DEVELOPMENT STRATEGY OF THE JOHN PAUL II CATHOLIC UNIVERSITY OF LUBLIN

The academic community participates in the implementation of the *Development Strategy*, according to its own responsibilities and competences. The main role in this regard is played by the University's management staff at all levels of the organisational structure.

4.1. RESPONSIBILITY FOR STRATEGY IMPLEMENTATION

University authorities

According to the Law on Higher Education and Science, the Rector is responsible for preparing the draft strategy and the report on its implementation², while the Senate adopts the strategy and approves the report on its implementation³.

The primary task of the University authorities is to ensure the implementation of *the Development Strategy*. In particular:

- The authorities represent the University, taking care of its presence in the life of the Catholic Church in Poland, in the work of state, local government and social institutions and organisations, as well as working to establish various forms of international cooperation by the University, primarily in the area of scientific research and education.
- In implementing *the Development Strategy*, the University authorities pursue a coherent personnel policy – both in terms of administration units and units responsible for scientific research and education. The personnel policy takes into account the competence of employees and takes into account the results achieved by employees and individual units of the University. To this end, the University's authorities develop, implement and improve the rules of employee evaluation, the University's publishing policy, the personnel policy along with the rules of remuneration, selecting criteria in such a way that they promote the University's increasing performance in the evaluation process of scientific activity and in the rankings of universities and fields of study.
- The authorities of the University also support the process of monitoring and evaluation of the implementation of the *Development Strategy*, using the data received in making decisions about the fields of study, organisational structure and personnel policy.

University administration

The University administration, acting under the authorisation of the authorities, participates in the implementation of the *Development Strategy*, in particular by:

- promoting the University, its mission, research conducted and fields of study;
- supporting the scientific research conducted at the University, handling research projects and monitoring their results;

² Act of 20 July 2018 – Law on Higher Education and Science, Art. 23 sec. 2, points 3 and 4.

³ Act of 20 July 2018 – Law on Higher Education and Science, Art. 28, sec. 1, point 3.

- supporting the education provided at the University, ensuring the correct documentation of studies, conducting and analysing the results of recruitment for studies, cooperation in the promotion of fields of study and in the development of new fields and forms of education that correspond to the vision and mission of the University,
and at the same time adapted to the requirements of the changing labour market;
- supporting the University's core activities by acquiring and coordinating research and teaching projects financed by external funds;
- supporting the internationalisation of the University in research and education;
- ensuring conditions for the commercialisation of research results conducted at the University, in particular by supporting university teachers and establishing cooperation with the business community;
- constant improvement of professional competences, including knowledge of foreign languages, enabling support for the process of scientific research and education.

Service staff

The staff responsible for the University's operation are involved in the implementation of the *Development Strategy*, providing appropriate conditions for research and teaching activities. Their concern is the safety and comfort of all employees, doctoral students and students.

The University's technical service units take care of providing university teachers, doctoral students and students, as well as administrative staff, with the appropriate tools, including information technology tools, as well as the infrastructure necessary for the implementation of scientific research and in the educational process.

University teachers

University teachers required to conduct research participate in the implementation of the *Development Strategy* by:

- constant improvement of their own competences, including language skills;
- conducting the highest quality scientific research and publishing its results in accordance with the University's publication policy and good practices adopted in the best research centres in the world, as well as in accordance with the principles of scientific research ethics;
- striving to internationalise research and to obtain external funds to finance scientific research.

Academic teachers conducting classes participate in the implementation of the *Development Strategy* by:

- concern for the highest level of classes, expressed, among others, by taking into account the needs of students and the feedback received from them;
- improving the classes, incorporating the results of the latest scientific research, introducing new teaching methods and tools;
- attitude, especially in relations with students, based on Catholic ethical principles.

Doctoral students and students

Doctoral students and students implement the *Development Strategy* through:

- respect for ethical principles in education and scientific research and an attitude of identification with the mission of the University;
- participation in the activities of academic ministry, doctoral student government and student government, other student organisations and in educational and charitable activities in accordance with mission of the University;
- constant improvement of their own competences;
- involvement in the evaluation of didactic classes conducted at the University, aimed at improving their quality.

Graduates

The University appreciates the importance of the bond that its graduates maintain with it. In terms of implementing *the Development Strategy*, graduates are encouraged to:

- promote the University's mission through its Christian, civic and social attitudes and professional activity;
- cooperate in the development of the University, especially in improving its educational offer, in order to adapt it to the requirements of the labour market.

External stakeholders

The University's external stakeholders – including ecclesiastical, state, local government institutions, social organisations or private companies – provide assistance to the University in implementing the *Development Strategy*, especially by stimulating necessary changes

in the field of research of significance to the Church, state or local community, or commercialisation potential. Their support helps in adapting the University's fields of study fields to the requirements of the labour market.

4.2. KEY ENTITIES IN THE IMPLEMENTATION OF THE *DEVELOPMENT STRATEGY*

Departments and institutes are responsible for:

- conducting scientific research at the highest level and disseminating its results;
- providing education at the highest level.

The University Library, the Institutional Repository, and the Publishing House of the Catholic University of Lublin are responsible for:

- supporting research work by providing academic teachers with access to the latest literature and databases, as well as by publishing and disseminating the results of research carried out at the University;
- supporting the education of doctoral students and students by providing them with access to scientific literature.

Organisations representing employees, doctoral students and students (NSZZ 'Solidarność' (Independent Self-Governing Trade Union 'Solidarity'), doctoral student government and student government, student organisations) are responsible for:

- proper human relations at the University, in accordance with the principles of Catholic ethics;
- concern for the situation of employees, doctoral students and students, especially the observance of their due rights and the fulfilment of the duties associated with their positions;
- supporting the educational mission of the University.

The academic ministry is responsible for:

- the liturgical life of the academic community, especially related to the most important moments and events of the academic year;
- religious service to all members of the academic community, with special concern for the spiritual needs of students;
- coordination of religious, formative and charitable initiatives conducted at the University.

The University's socio-cultural units (University Library, ITP Theatre, University Museum, University Song and Dance Ensemble, University Choir, University Visual Stage) are responsible for :

- promoting the University by organising cultural events at home and abroad;
- enabling members of the academic community to develop culturally in a comprehensive way;
- building state, national and regional identity among members of the academic community.

Auxiliary organisations of the University (Society of Friends of the Catholic University of Lublin, Potulicka Foundation, Foundation for the Development of the Catholic University of Lublin) are responsible for the material support of the University, especially in achieving the objectives of scientific research and education.

4.3. MONITORING AND EVALUATION OF THE IMPLEMENTATION OF THE *DEVELOPMENT STRATEGY*

Under the authority of and in close cooperation with the University authorities, the Department for Monitoring the University *Development Strategy* is responsible for monitoring and evaluating the implementation of the Development Strategy. In particular, it is responsible for:

- preparing a preliminary inventory of the University's potential according to the operational objectives contained in the annex to the *Development Strategy*;
- preparing an annual report on the implementation of the *Development Strategy* and presenting it to the University authorities;
- ensuring, in terms of content, the internal flow of information between the organisational units of the University concerning the status of the implementation of the *Development Strategy*;
- proposing ongoing modifications to the *Development Strategy* in line with changes in science and higher education legislation;

- preparation of the final report on the implementation of the *Development Strategy* along with the assumptions of the next strategy.

Rector of the John Paul II
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