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**DEVELOPMENT STRATEGY
OF THE JOHN PAUL II CATHOLIC UNIVERSITY OF LUBLIN
EXCELLENCE INITIATIVE - RESEARCH UNIVERSITY
FOR THE YEARS 2024-2026**

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Introduction

This document is a continuation of the *Development Strategy of the John Paul II Catholic University of Lublin for the years 2020 - 2025*. It emphasises the desire to maximise the scientific potential of the University, 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 and teaching, is to achieve the status of a research university.

The University supports the conduct of scientific research at the highest level, which is evidenced by publications in prestigious journals and application achievements, including patents. The University's recognised position is also evidenced by international cooperation, the implementation of research projects and the publication of scientific journals. The scientific potential of the University is demonstrated by the results of research presented at international and national scientific conferences, a medium for the development of scientific discourse.

The very good scientific level of the University is confirmed by obtaining high categories in the evaluation of the quality of scientific activity. Of the 14 evaluated disciplines, 3 received category A+, 6 - category A and 5 - category B+. Thus, in view of meeting all the requirements of art. 388 of the act of 20 July 2018 Law on Higher Education and Science, the University is one of 6 universities eligible to apply for the status of research university.

The University continues its efforts to increase the competitiveness of scientific research and education; supports research through the organisation of internal grant competitions and the funding of scientific journals and publications; disseminates research results in prestigious journals. The purpose of the undertaken activities is to build the brand of the John Paul II Catholic University of Lublin as a leading scientific centre and place of education.

Results of the assessment of the University research potential

The assessments of the University's research potential carried out in connection with the preparation of this Strategy indicated the following factors that authenticate the University's ability to apply for the status of a research university:

1. The university has a research and teaching personnel with documented good scientific achievements.
2. The University undertakes a number of management activities to facilitate the achievement of a high level of scientific research by its employees.
3. Interdisciplinary research is undertaken at the University.
4. The university has a modern research infrastructure that enables it to implement scientific projects, also with the participation of other entities.
5. The University has a significant number of cooperation agreements with foreign research centres.
6. The University prepares, develops and applies modern teaching methods.
7. The University opens new majors are attractive to the job market and responds to social demand.
8. The University is active in social and professional media and promotes research results.

Part 1

The vision and mission of the John Paul II Catholic University of Lublin in the aspect of improving the quality of scientific research and education

According to the provision of *the Development Strategy of the John Paul II Catholic University of Lublin for the years 2020 - 2025*, the University is an academic institution aspiring to become a research university. *The Strategy* formulates the vision and mission of the University.

Concerning raising the quality of scientific research and education, the vision of the John Paul II Catholic University of Lublin is expressed by:

- conducting scientific research at the highest level and publishing the results in reputable scientific journals;
- supporting international exchanges of university teachers, doctoral students and students;
- creation of a multicultural academic environment;
- education of students on courses conducted in English and Polish, with the involvement of foreign university teachers;
- supporting university teachers, doctoral and undergraduate students and administrative personnel in improving their competence to enable them to carry out research and educational work and administrative services.

Concerning raising the quality of scientific research and education, the University pursues its mission by:

- active participation in international scientific life;
- establishing lasting cooperation with foreign research centres and academic institutions;
- introducing modern technology and related new research methods into research practice;
- shaping an attractive educational offer to bring in the most talented candidates to study;
- improving the culture of the organisation through activities that promote the idea of intercultural dialogue and integration;
- building the image of a research university present in the international scientific and world-view environment.

Part II

Priority Research Areas

Based on the analysis of the research potential, the University defined initial Priority Research Areas. They will be clarified in the course of preparation of the application by working groups appointed by the Rector. Within the framework of the defined research areas, the goal of the disciplines involved in their implementation is to undertake research topics that respond to the challenges of the modern world and make creative contributions to filling the defined research gaps, as well as to integrate research teams along with their results into the global scientific discourse.

II.1. Heritage and innovation in the humanities

The subject of research in that area is culture in the broadest sense and the primary goal is a harmonious combination of tradition and modernity expressed by respect for the humanistic heritage on the one hand and by focusing on the dynamics of socio-cultural changes on the other hand, by openness to innovations and new discoveries and an interdisciplinary perspective. In the case of literary studies, those assumptions are implemented through editorial projects implemented using digital tools to analyse key elements of national heritage and through critical reflection on the development of Polish and world literature in relation to other fields of culture, taking into account current trends in world science. That research area also includes historical studies of the culture, customs and traditions of different eras with the purpose of synthesis of well-established paradigms with modern IT work methods (GIS applications, databases, sharing of research information and sources through repositories available on the Internet). In the field of linguistics, issues related to the multilingualism and multiculturalism of Europe in terms of tradition and contemporary challenges are particularly important. Those are studies focused on linguacultural systems on the one hand, and on their application perspective on the other. The combination of tradition and modernity also allows for innovative sources and historical research in the field of art sciences, concerning issues related to broadly understood musical culture and art (especially the religious trend) and its products, with particular emphasis on the latest methods of analysis developed within the framework of cultural semiotics. Implementation of the above research programme will enable the creation of modern humanities fit for the 21st century, in which modern concepts and methodological tools complement the tradition rooted in the idea of humanitas as the fullness of humanity.

Research work within that area will be carried out in existing scientific units such as: the Centre of Research on Religious Literature, the Centre for the Study of Cyprian Norwid's Literature, the Institute of Church Archives, Libraries and Museums, the Centre for Polonia Research and Pastoral Care of the Polish Diaspora, the Institute for the Historical Geography of the Church in Poland, the Centre for Research on the History of the Polish State in Exile, the Centre for Medieval Studies, the Study Office for Polish Community and Poles Abroad, the Laboratory for Humanities Research Data.

II.2. The foundations of human nature

The study of the nature of a man and the reality around a man undertaken within the framework of theology and philosophy is an integral part of building the coherence of the University as a place for searching for truth. This research is conducted in the spirit of harmony between reason and faith, and its results are related to the challenges of the modern world, serving the good of people and society.

In the field of theological sciences represented by the disciplines of theological sciences and biblical sciences, it is shown that it is possible to gain knowledge in the light of supernatural faith and natural reason, combining those two paths to establish the truth. Theology, as a scientific discipline about God and the entire creation due to its reference to Him, has the potential to give cognitive activities a relational, holistic character that goes beyond immediate usefulness. Cultivated in the rigour of scientific methodology, in dialogue with other sciences and faithful to the Church, it expands cognitive and spiritual possibilities indicating that a man is open to transcendence and can be a listener to the actual revelation in history that affects the life of a man here and now. Biblical science focuses on the literary and theological analysis of Hebrew, Aramaic, Greek, Coptic and Ethiopian written sources that fall within the inspired writings and texts of peritestamental literature. This research is conducted on the following levels: philological, narrative, structural, historical-cultural, and exegetical-theological.

The strength of the discipline of philosophy is the wealth of its sub-disciplines that allow for comprehensive research and educating students at the highest level. The purpose of the research is also to initiate and participate in substantive discussions conducted with a logical-methodological culture, taking into account the achievements of earlier thinkers of different eras and different philosophical traditions, as well as a dialogue of philosophy with other scientific disciplines, especially in the context of new research positions and currents, discoveries and technical achievements. The philosophical research perspective and logical and methodological competence of the staff of the Institute of Philosophy are also used to support the R&D activities of an interdisciplinary nature.

Research works within that area will be carried out in existing scientific units, in particular: the Center for the Study of Second Temple Judaism, the Center for Research on the Thought of John Paul II - the John Paul II Institute, the Abraham J. Heschel Center for Catholic-Jewish Relations, the Center for Science and Technology Assessment and the interdepartmental Centre for the Application of Artificial Intelligence.

II.3. Social change and quality of life of individuals as challenges of the modern world

Scientific disciplines that represent the field of social sciences consider as a priority area of their research the description and explanation of the most important challenges of civilisation in the modern world. Indeed, careful observation leads to the conclusion that the current social changes are extremely dynamic and diverse, which translates into all aspects of social and individual life. The findings of the social sciences in the 19th and 20th centuries are losing not only relevance but, above all, practical relevance. This opens the field for comprehensive research relating to the ongoing social changes on the one hand, and to the well-being and quality of life of individuals on the other. The scientific disciplines in the field of social sciences practised

at the University allow for creative interdisciplinary research that takes into account civilisation challenges. Such research is conducted at several levels: (a) the level of individuals - intrapsychic references and close interpersonal relations, (b) the micro-social level - the functioning of small groups and teams, (c) the macro-social level - the functioning of large groups, societies and the state, (d) the global level and international relations. Each level requires detailed, specialised research by a specific discipline or group of disciplines. Taking into account that an adequate response to contemporary challenges is becoming more and more difficult, conducting interdisciplinary research provides an opportunity to effectively search for remedies to contemporary and future threats to social order and the quality of life of individuals. Such research will allow for an empirical diagnosis of the causes, degree of advancement and potential effects of changes in the social and individual dimensions and will provide tools that can be used to improve the quality of life of individuals and, therefore, entire communities.

The research works within that area will be carried out in existing scientific units, in particular: the Laboratory for Labour and Organisational Psychology, the Gilowska Centre for Economics and Finance, the Centre for Social and Economic Analysis, the Centre for Sociological Research on the Economy and the Internet, the Centre for Arbitration and Mediation, the ADR Research Centre "Law and Economy", the Centre for the Study of Diplomacy, the Psychological and Psychiatric Centre, the Center for the Law of Catholic Oriental Churches, the Centre for East European Research - the "UCRAINICUM Centre".

II.4. Health care the basis for harmonious development

Research topics in that area range from advanced molecular research based on new technologies to activities related to human health. The subjects of research are civilisation diseases, occupational health care, organisation and management problems. The research includes topics in medical and molecular biology, biochemistry, genetics and microbiology, inter alia. The studies concern new methods of producing healthy foods, including fermented foods; identification of drug-resistant microorganisms in the environment and the genes responsible for drug resistance; in-depth understanding of the virulence mechanisms of microorganisms to get to know the vulnerability of pathogens; development of new dietary supplements, food additives, drugs and carriers of drugs based on natural substances; identification of natural sources of bioactive substances and their extraction for the design of preparations used in the prevention of civilisation diseases.

The research works within that area will be carried out in existing scientific units, in particular: the Zebrafish Laboratory, the Laboratory for Modern Synthesis and Chemical Technology of Active Substances, the Laboratory for Separation and Spectroscopic Method Applications, the Laboratory for X-ray Optics, the Laboratory for Composite and Biomimetic Materials, the Laboratory for Biocontrol, Production and Application of EPNs, the Laboratory for Confocal and Electron Microscopy, the Laboratory for Oxidative Stress, the Experimental Research Centre, the Medical Biology Research Centre.

Part III

Development goals Excellence Initiative - Research University

III.1. Increasing the international visibility of scientific activity [IDUB_S1]

Operational Objective 1: *Establishment and sustainment of institutional processes to motivate university teachers to improve the quality of research and shape optimised policies for publishing research results [IDUB_C1].*

Activities:

1. Improvement of the principles of the functioning of the internal grant fund [IDUB_Z1].
2. Improvement of the competitive model of financing scientific publications and the open access model [IDUB_Z2].
3. Development of new tools for periodic evaluation of university teachers and promotion [IDUB_Z3].
4. Establishment of a system of incentives, training and support to undertake research and implementation works [IDUB_Z4].
5. Development and implementation of the Openness Policy for the University [IDUB_Z5].

Operational Objective 2: *Optimisation of support processes in the application and implementation of grants and scientific projects [IDUB_C2].*

Activities:

1. Improvement of the system of internal grants for conducting preliminary research and preparing applications for external grants [IDUB_Z6].
2. Improvement of the support process in searching for new sources of financing to increase the ability to apply for and implement grants [IDUB_Z7].
3. Establishment of procedures for recruiting researchers from abroad to implement joint grants [IDUB_Z8].
4. Introduction of a reward fund for the most active university teachers obtaining grants [IDUB_Z9].

Operational Objective 3: *Ensuring an adequate level of research tools and apparatus base for the implementation of world-class research [IDUB_C3].*

Activities:

1. Purchase of additional databases to improve the quality of research [IDUB_Z10].
2. Establishment of a fund for the purchase of scientific apparatus and tools to support scientific research [IDUB_Z11].
3. Development of technical facilities for research using digital tools, including artificial intelligence tools [IDUB_Z12].

III.2. Strengthening research collaboration with internationally renowned research centres [IDUB_S2].

Operational Objective 1: *Building strategic partnerships for scientific development [IDUB_C4].*

Activities:

1. Establishment of research centres in cooperation with internationally recognised research units [IDUB_Z13].
2. Development and implementation of a system of study visits to scientific centres to support cooperation and explore new research areas [IDUB_Z14].
3. Improvement of institutional support for foreign workers in adapting to working conditions at the University [IDUB_Z15].

Operational Objective 2: *Increasing scientific potential in the field of academic mobility [IDUB_C5].*

Activities:

1. Development and implementation of a system for recruiting foreign experts - leaders of good practice in scientific research [IDUB_Z16].
2. Preparation of rules for the arrival of foreign scientists [IDUB_Z17].
3. Establishment of an internship programme for university teachers and doctoral students in cooperation with leading foreign universities [IDUB_Z18].

III.3. Improvement of the quality of education for students and doctoral students [IDUB_S3].

Operational Objective 1: *Development of teaching innovations [IDUB_C6].*

Activities:

1. Introduction of a reward fund for leaders and innovators in teaching [IDUB_Z19].
2. Development of a unit supporting the strengthening of the teaching competence of academic teachers [IDUB_Z20].
3. Creation of a certifying unit in the field of teaching qualifications [IDUB_Z21].

Operational Objective 2: *Support for individualisation of educational paths and activation of young scientists in scientific research [IDUB_C7].*

Activities:

1. Establishment of a system for financing student participation in scientific conferences and symposia and the organisation of summer schools [IDUB_Z22].
2. Development of a mentoring and tutoring programme to support students interested in scientific activity [IDUB_Z23].

Operational Objective 3: *Promotion of the educational offer with the purpose of attracting the best candidates [IDUB_C8].*

Activities:

1. Development and improvement of the unit supporting foreign students [IDUB_Z24].

2. Creation of a scholarship fund for winners of olympiads and competitions and candidates with the best recruitment results [IDUB_Z25].
3. Improvement of a modern recruitment system and procedures supporting qualifications for studies [IDUB_Z26].
4. Improvement of the programme to promote the teaching offer among high school students [IDUB_Z27].
5. Creation of a career counselling offer for university candidates [IDUB_Z28].

III.4. Preparation of comprehensive solutions for professional development of employees [IDUB_S4].

Operational Objective 1: *Development of pro-quality personnel and payroll policy [IDUB_C9].*

Activities:

1. Improvement of the rules for recruiting university teachers and research employees based on measurable quality criteria [IDUB_Z29].
2. Improvement of the regulations on the pro-quality method of remuneration of university teachers and research employees conducting particularly high-quality research activity [IDUB_Z30].
3. Improvement of work regulations to make the rules for the performance of teaching duties by university teachers more flexible [IDUB_Z31].

Operational Objective 2: *Employee competence development [IDUB_C10].*

Activities:

1. Introduction of a system for diagnosing the training needs of university teachers and researchers [IDUB_Z32].
2. Development of a permanent training offer for university teachers [IDUB_Z33].
3. Development of a system to support young researchers entering the higher education and science sector and employees returning to work after a long break [IDUB_Z34].

III.5. Improvement of the quality of university management [IDUB_S5].

Operational Objective 1: *Construction of the knowledge and research potential management portal [IDUB_C11]*

Activities:

1. Preparation of technological facilities and launch of the knowledge and research potential management portal at the University [IDUB_Z35].
2. Development and implementation of scenarios for using the portal for the main processes of managing scientific activity [IDUB_Z36].

Operational Objective 2: *Professionalisation of administration [IDUB_C12].*

Activities:

1. Introduction of a model for evaluating the quality of management of scientific activities/research teams [IDUB_Z37].
2. Preparation of a map of management, administrative and support processes for scientific activities [IDUB_Z38].
3. Improvement of the procedure for supporting university teachers in commercialising research and obtaining patents [IDUB_Z39].
4. Development of an evaluation procedure for administrative employees [IDUB_Z40].
5. Improvement of the institutional system for developing the competence of the administrative personnel of the University [IDUB_Z41].
6. Establishment of expert support procedures for administrative employees [IDUB_Z42].

III.6. Raising the international profile of the University activities [IDUB_S6].

Operational Objective 1: *International dissemination and promotion of research results [IDUB_C13].*

Activities:

1. Establishment of procedures for the organisation of scientific conferences and symposia of international importance [IDUB_Z43].
2. Improvement of the rules for making the University's achievements visible in social and professional media [IDUB_Z44].

Operational Objective 2: *Internationalisation of publishing activity [IDUB_C14].*

Activities:

1. Increasing the international reach of journals published and co-published by the University [IDUB_Z45].
2. Improvement of the functioning of scientific journals and the Publishing House of the John Paul II Catholic University of Lublin in accordance with international standards specific to particular scientific disciplines [IDUB_Z46].
3. Development of procedures for the cooperation of the Publishing House of the John Paul II Catholic University of Lublin with prestigious foreign publishing houses for joint publishing projects [IDUB_Z47].

Monitoring the implementation of the Strategy

Monitoring the implementation of the Strategy is entrusted to the Strategy and Development Department of the University. Individual scopes of authority of the University's organisational units responsible for the implementation of given points of the Strategy are defined in the Organisational Regulations of the University.

Selected indicators for monitoring the implementation of the Strategy:

1. Bibliometric indicators (relating to international indexing databases)
2. Number of obtained patents
3. Income generated from application activity
4. Funds received for the implementation of scientific projects and grants from non-domestic sources
5. Number of grant applications prepared in collaboration with foreign researchers
6. Number of established strategic partnerships
7. Number of study visits of university teachers to THE top 100 universities
8. Number of study visits to the University by foreign researchers
9. Mobility of the University teachers
10. Number of individuals supported by the Centre for Academic Didactics
11. Number of foreigners supported by a specialised unit of the University
12. Number of journals published or co-published by the University, indexed in the Scopus database
13. Number of journals published or co-published by the University, covered by the COPE policy

Declarations

1. I declare that the information contained in the Strategy is factually and legally correct.
2. I declare that I consent to sending correspondence using electronic means of communication within the meaning of art. 2 item 5 of the Act of 18 July 2002 on the provision of electronic services (Dz. U. /Journal of Laws/ of 2020, item 344) in connection with the submission of the Strategy.