

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

The John Paul II Catholic University of Lublin, the first Catholic university in Poland, established in 1918, for over a hundred years has been working for the Church and Poland, according to the motto "Deo et Patriae" - "For God and Homeland". In accomplishing this mission, the university fulfils the indication of its most eminent professor - Saint John Paul II, the Pope-Pole, who during a meeting with the academic community on 9 June 1987 said memorable words: "University! Serve the truth! If you serve the truth - you serve Freedom. To the challenge of Man and the Nation. You serve Life!".

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

The nature 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 provincial town in the east of Poland, also experiences social, demographic and economic difficulties, which are specific to the Lublin region. The university operates in an academic city, in conditions of cooperation and sometimes competition with other universities, both public and private.

Under these conditions, the University wants to maintain its own identity, making it recognisable not only in Poland but also beyond its borders. For this reason, it places emphasis, following its well-rooted tradition, on the high quality of scientific research and education in the humanities, social and theological sciences. At the same time, the University supports the development of research and education in disciplines belonging to other scientific fields. The University understands the undertaking of scientific research and training in the biological and medical sciences as its contribution to the papal call to the service of life. In turn, the presence of science and engineering and technical sciences at the University expresses its commitment to understanding and transforming the world, inspired by the will to serve the truth and thus to serve man.

Beautiful chapters of the history of the University mobilise it to develop constantly, so that it can be a significant centre of Catholic thought in Poland, a recognisable Catholic university in the world, and can offer fields of study that are in line with both its tradition and meet the changing aspirations of candidates and students, social needs and the demands of the labour market.

Aiming at preserving its specificity and, at the same time, responding to the needs of the Church and Homeland in terms of scientific research, education and upbringing, the University wants to shape its development in such a way as to fit in with the mission of the Catholic Church, which has been promoting university culture for centuries, with the development strategy of Lublin and the Lublin Province, with the social and economic development of Poland, and with the tasks that are faced by academic teachers conducting scientific research and university education on an international scale.

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

The tasks that the University sets itself for implementation in the Development Strategy and accompanying documents allow for changed conditions of the science and higher education system in the Republic of Poland resulting from the implementation of the Act of 20 July 2018 - Law on Higher Education and Science, as well as wider changes affecting the labour market in Poland, shaping the needs of candidates for higher education, persons undertaking other forms of education offered by the University and the personnel of the University, academic teachers in particular. The directions of development of the University take into account two groups of factors, in particular:

1.1. THE CONTEXT SET BY THE STATE POLICY IN THE FIELD OF SCIENCE AND HIGHER EDUCATION

- The quality of the research carried out, as confirmed by the process of evaluation of scientific activity in individual scientific disciplines, will have a greater impact on the powers and funding of the University. Providing the University with a stable material basis and development opportunities are therefore closely linked to a concern to significantly improve the level of research, including its internationalisation and the visibility of its results, in particular through publication in scientific journals indexed on international databases.
- A greater degree of the internationalisation of the education of students and doctoral students will increase the importance of the University amongst Polish universities in the international dimension and will contribute to the development of a more attractive teaching offer for students. Following the specificity and tradition of the Catholic University, as well as the directions of development of scientific research and education determined by the state policy in the area of science and higher education, the internationalisation of the University will also include the exchange of academic staff and scientific research conducted in cooperation with foreign research centres.
- The evaluation of the quality of scientific activity shall take into account its practical results, visible in cooperation with external stakeholders, as well as its economic potential, especially the potential for innovation and commercialisation. The University will give greater impetus to new directions of research more closely linked to the needs of the social and economic environment and the needs of the social commitment of the Catholic Church.

1.2. THE CONTEXT SET BY SOCIAL AND ECONOMIC CHANGES AFFECTING HIGHER EDUCATION

- The John Paul II Catholic University of Lublin, since its foundation, has been nationwide. By contributing to the development of Lublin and the Lublin region, it also served students from other regions of the country. Also 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, national character.
- In Poland, a great deal of competition can be observed in the field of educational

services, which is also visible concerning studies and other forms of education offered by universities, especially postgraduate studies, courses and training. Moreover, for secondary school graduates, who decide to take up studies, the most attractive for further education is the largest academic centres - not so much because of the greater or better educational offer, but often for social and economic reasons, such as the possibility of finding a better-paid job already during their studies, cultural offer or 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 candidates for studies from Lublin. To meet the social and economic problems of the city and region, however, the University may take steps to ensure that its educational offer is better suited to the needs and aspirations of the candidates and the directions of economic development of Poland, following the Development Strategy for the Lublin Province for the years 2014-2020 (with the prospect by 2030) and the Strategy for Responsible Development by 2020 (with the prospect by 2030).

- Demographic changes experienced by the Lublin region, as well as the fact that graduates of secondary schools in Lublin and the Lublin region are studying 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.
- Increasing interest in acquiring new competencies by people already active in the labour market contributes to the development of post-graduate studies, courses and specialist training and other forms of education offered by Polish universities. Expanding the offer of studies addressed to working people and to people who are not professionally active but are interested in acquiring new knowledge, including the use of distance learning methods, will be an important element of the development of the University.

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

The John Paul II Catholic University of Lublin has full rights appertaining to public universities. It operates within the structure of academic institutions and scientific centres in Poland following the provisions of Polish law, conducting scientific and educational activities and meeting the conditions of using the name of the university set forth by Polish law.

As a Catholic university, which is a common good of the Catholic Church, the John Paul II Catholic University of Lublin is subordinate to the Holy See, and as far as scientific development and the material situation are concerned, it is under the care of the Polish Episcopal Conference. In its activities, it is part of the Church's mission, following the indications of Church 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 comprising academic teachers, administration and service staff, students and doctoral students. In the life of this community, graduates and external stakeholders, especially those representing church institutions and institutions and organisations of Lublin and the Lublin region, also play an important role.

Such an understanding of the vision of the University results in three basic tasks:

1. **Serving God** - implementation of the mission of the Catholic Church in the field of scientific research and education, conducting scientific research that recognises the primacy of the truth and seeks harmony between faith and reason.
2. **Serving Homeland** - conducting top-quality scientific research and educating and bringing up future generations of citizens capable of taking responsibility for the development of Poland.
3. **Combination of tradition and development** - maintaining the recognition of the University as a university "with the character", credibly combining tradition and future, faith and reason, openness and values.

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

The John Paul II Catholic University of Lublin, while fulfilling the tasks faced by every university, combines high-quality research with education at the highest level.

The special mission of the University stemming from its Catholic character is also to promote the full development of a human being and to know the truth leading to a fuller knowledge of God as its ultimate Source and the purpose of all creation. For these reasons, the mission of the University includes the participation of the members of its academic community, according to their functions and competencies, in discussions and research on current ethical, social, economic or legal issues. The University also has the necessary intellectual potential to initiate scientific reflection in these areas.

The John Paul II Catholic University of Lublin fulfils its mission in promoting values and standards of behaviour.

University values

- **God is the primary value and the source of all values.** This is demonstrated in the form of the presence of Christian symbols at the University, in the appreciation of liturgy and prayer in the life of the academic community, which is centred around the academic church and ministry care, in the traditional elements of university rituals and the social and charitable activities undertaken.
- **Fidelity to the teaching of the Catholic Church.** The whole academic life of the University corresponds to the guidelines of The Teaching Office 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 Metropolitan Archbishop of Lublin, who directly supervises the University on behalf of the Church authorities.
- **Respect for the inalienable dignity of every human being** - manifesting itself not only in scientific research but also in other aspects of the activities of the University 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 trustworthiness in the performance of the tasks and responsibilities entrusted.** All members of the academic community are responsible for the quality of their work. The staff aims to ensure the best possible functioning of the University in terms of research and education.
- **The primacy of truth and freedom in research**, which are always linked to the responsibility of the entire academic community for the Church, the homeland and the local community.
- **Care about students.** Apart from building an educational offer tailored to the expectations and life aspirations of candidates, the concern of the University is to provide students with the best possible educational conditions and support them in their personal development.

Standards of conduct at the University

The identity of the University, expressed in its adopted values, results in standards of behaviour which are reflected both in internal legal regulations and in everyday relations between members of the academic community. These are, in particular, the following:

- **fairness and reliability** - in scientific research and education, in review and publication procedures, in the evaluation of employees, 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** - constant searching for new and better solutions, forms of organisation, research and training courses, internal procedures, forms of cooperation with external stakeholders.

Internationalisation as an expression of Catholicity of the University

- The Catholic nature of the University, which corresponds to the universal, transcending national borders and ethnic and cultural barriers of the mission of the Catholic Church, is also expressed in the emphasis on internationalisation in every aspect of its work.
- The internationalisation of the University is manifested in the development of research conducted in cooperation with foreign research centres, which results in high-quality scientific publications, as well as the establishment of lasting contacts with foreign institutions and scientific circles.
- An important element of the internationalisation of the University is the adaptation of the fields of study to the needs and interests of foreign candidates. This also entails the need to further improve the administrative processes of 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 problem 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. THE MISSION OF THE UNIVERSITY IN THE FIELD OF RESEARCH

The development of The John Paul II Catholic University of Lublin needs to carry out the highest quality scientific research. According to the law in force, "scientific research is an activity which includes: 1) basic research understood as empirical or theoretical work aimed primarily at acquiring new knowledge of the foundations of phenomena and observable facts without any direct commercial application; 2) application 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 in the University in this sense is evaluated or leads to results that are subject to evaluation.

In the field of research, the University aims at making maximum use of the potential it already has and to take up research challenges in new fields important for contemporary civilisation. The aim of the development activities of the University, which improve the quality of scientific research, is to transform it into a research university.

The University has an experienced and competent staff of academic teachers. The

¹ Act of 20 July 2018 - Law on Higher Education and Science, Article 4 par. 2.

research potential of the University is strengthened by the "Regional Initiative of Excellence" programme supporting research in philosophy and theological sciences. The University also appreciates and supports research potential in other fields of science. The resources of the University, which are of key importance to the quality of its scientific research, include: University Library, providing access to the latest publications and full-text electronic databases, and Publishing House of the Catholic University of Lublin, having a professional editorial team and included in the list of publishers publishing peer-reviewed scientific monographs.

To support the highest quality research, the University is taking new initiatives to make better use of its resources and develop them. In particular, it is improving its internal grants awarding system. This task stems from experience with research funding, which shows that the internal grant system ensures the most efficient use of funds earmarked for scientific activities, ensuring that all employees of the University conducting research activities have fair access to apply for support.

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

Strategic goals in the field of research

Strategic goals in the field of research, according to the state policy in the field of science and higher education, include both a clear increase in the quality of research and a strong emphasis on research in a broader, primarily international context.

- Goal no. 1: Improving the quality of research conducted at the University.
- Goal no. 2: Increase the recognition of the University as a research centre, especially through the internationalisation of scientific research and the increase in the citability of its results.
- Goal no. 3: Strengthening the impact on the environment through the implementation of research services for external entities and the commercialisation of scientific research results.

3.2. THE MISSION OF THE UNIVERSITY IN THE FIELD OF EDUCATION

One of the tasks of The John Paul II Catholic University of Lublin is to provide education at the highest level. For the University, education is always linked with formation and upbringing activities in line with its mission to serve God and the Homeland. Education is understood here as conducting studies (first and second-degree studies and uniform master's studies, postgraduate studies, church studies), teaching doctoral students at the Doctoral School of the Catholic University of Lublin and other forms of didactic activity (e.g. at the Open University or the School of Polish Language and Culture).

Education conducted at the University, responding to 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 regard.

In the area of education, the University has been conducting courses of study that have been renowned at home and abroad for years. At the same time, using the potential of the academic staff, it strives to strengthen the existing faculties and expand the teaching offer so that it meets the needs of the labour market and at the same time arouses the interest of foreign candidates.

Strategic goals in the field of education

The strategic objectives in the field of education correspond to the social and economic challenges influencing the decisions of secondary school graduates in the direction and place of further education. Therefore, they include continuous improvement of the educational offer as well as making it more widely available to foreign candidates.

Goal no. 1: Improving the quality and internationalisation of education.

Goal no. 2: Creating attractive fields of study and other forms of education that meet the needs of the labour market.

3.3. MISSION OF THE UNIVERSITY IN THE CHURCH, SOCIAL, EDUCATIONAL AND CULTURE-MAKING DIMENSIONS AND WITHIN THE SCOPE OF INTERNAL ORGANISATION

The mission of the University includes tasks resulting 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 for the evangelising activity of the Catholic Church, and the training of personnel for Church institutions and structures;
- **social** - demonstrating the need to serve the local and national community;
- **educational** - implemented in the gospel-inspired formative activity of the University, which is primarily aimed at its students;
- **culture-making** - manifested in the highest level of activities promoting Polish culture, national and religious tradition.

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

Strategic goals in the church, social, educational and cultural dimensions as well as 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, to its social and cultural role, as well as to the pursuit of continuous improvement of structures and procedures for the best possible fulfilment of its mission.

Goal no. 1: Making Catholicity - understood as striving for harmony between faith and reason, respecting the primacy of truth and the freedom of human intellectual search - a distinguishing factor for the University in the field of research and education and in internal organisation and interpersonal relations, as well as in educational activities.

Goal no. 2: Expanding the cooperation between the University and ecclesiastical, state, local and social institutions and organisations and strengthening the social and cultural activities of the University in the local, national and international dimension.

Goal no. 3: Improvement of the management system and the structure of the University, including the improvement of staff competence.

Goal no. 4: Development of the infrastructure of the University supporting teaching and research work, administrative activities and improving the social and living conditions of its students.

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

The academic community participates in the implementation of the Development Strategy, according to its responsibilities and competences. The management of the University at all levels of the organisational structure plays a major role here.

4.1. RESPONSIBILITY FOR THE STRATEGY IMPLEMENTATION

University authorities

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

The main task of the University authorities is to take care of the implementation of the *Development Strategy*, in particular:

- The authorities represent the University by taking care of its presence in the life of the Catholic Church in Poland, in the work of the state, local government and social institutions and organisations, and working for the University to establish various forms of international cooperation, especially in the field of research and education.
- By implementing the *Development Strategy*, the University authorities pursue a coherent personnel policy - both in terms of administrative units and units responsible for research and education. The personnel policy takes into account the competences of the staff and takes into account the results achieved by the staff and individual units of the University. To this end, the University authorities develop, implement and improve personnel evaluation rules, the publishing policy of the University, the personnel policy, together with remuneration principles, selecting criteria in such a way as to encourage the University to achieve better and better results in the process of evaluation of scientific activity and the rankings of universities and faculties.
- The University authorities also support the process of monitoring and evaluation of the implementation of the *Development Strategy*, using the data they receive when making decisions about the courses of study, organisational structure and personnel policy.

University administration

The University administration, acting under the authority of the authorities, shall participate in the implementation of the *Development Strategy*, in particular, through:

- promoting the University, its mission, research and studies;
- supporting research carried out at the University, handling research projects and

² Act of 20 July 2018 - Law on Higher Education and Science, Article 23 par. 2 items 3 and 4.

³ Act of 20 July 2018 - Law on Higher Education and Science, Article 28 par. 1 item 3.

monitoring the results of those;

- supporting the education realised at the University through taking care of the correctness of the documentation of the studies conducted, conducting and analysing the results of the recruitment process, cooperation in the promotion of studies and the development of new fields of study and forms of education, corresponding to the vision and mission of the University, and, at the same time, adapting to the requirements of the changing labour market;
- supporting the core activities of the University by attracting and coordinating externally funded research and teaching projects;
- supporting the internationalisation of the University in research and education;
- providing the conditions for the commercialisation of the results of scientific research carried out at the University, in particular, through supporting university teachers and establishing cooperation with the business community;
- continuous improvement of professional competence, including in foreign languages, to support research and education.

Service personnel

Personnel responsible for the University take part in the implementation of the *Development Strategy*, ensuring appropriate conditions for scientific research and teaching activities. The safety and comfort of all employees, doctoral students and students is their concern.

The units of the University responsible for technical support shall ensure that university teachers, doctoral students and administrative staff are provided with the appropriate tools, including IT tools, as well as the infrastructure necessary for carrying out scientific research and for the educational process.

Academic teachers

Academic teachers obliged to carry out scientific research to participate in the implementation of the *Development Strategy* through:

- constantly improving their competences, including language skills;
- conducting scientific research of the highest quality and publishing its results following the publishing policy of the University and good practices adopted in the best research centres in the world, as well as per research ethics;
- striving for the internationalisation of research and external funding for research.

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

- concern for the highest level of conducted classes, expressed, among other things, through taking heed of the needs of students and the feedback they receive from them;
- improving the quality of classes conducted, incorporating the results of the latest scientific research, introducing new teaching methods and tools;
- presenting an attitude, especially in relations with students, based on Catholic ethical principles.

Doctoral students and students

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

- respecting ethical principles in education and research and an attitude of identification with the mission of the University;
- participating in the activities of the academic ministry, the local government of doctoral students and students, other student organisations and in educational and charitable activities following the mission of the University;
- constant improvement of their competences;
- involving in the evaluation of the teaching activities conducted at the university to improve their quality.

Graduates

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

- promote the mission of the University through its Christian, civic and social attitude and its professional activities;
- cooperate in the development of the University, especially in terms of improving the teaching offer to adapt it to the requirements of the labour market.

External stakeholders

External stakeholders of the University - such as the church, state or local government institutions, social organisations or private enterprises - assist the University in the implementation of the *Development Strategy*, especially by stimulating the necessary changes in the scope of conducted scientific research of significance for the Church, state or local community, or the commercialisation potential. Their support is an aid in adapting the directions of education proposed by the University to the requirements of the labour market.

4.2. KEY ENTITIES FOR THE IMPLEMENTATION OF THE DEVELOPMENT STRATEGY

Faculties and departments are responsible for:

- researching at the highest level and publishing the results;
- providing education at the highest level.

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

- supporting research work by ensuring that university teachers have access to the latest literature and databases, and 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", doctoral students and students government, student organisations) are responsible for:

- proper interpersonal relations at the University, following the principles of Catholic ethics;
- taking care of the situation of employees, doctoral students and students, in

- particular, to respect their rights and fulfil the duties associated with their position;
- supporting the educational mission of the University.

Academic ministry is responsible for:

- the liturgical life of the academic community, especially those related to the most important moments and events of the academic year;
- religious service to all members of the academic community, with particular attention to the spiritual needs of students;
- coordination of religious, formational and charitable initiatives at the University.

Units of the University of the social and cultural character (University Library, ITP Theatre, Museum of the Catholic University of Lublin, Song and Dance Ensemble of the Catholic University of Lublin, Choir of the Catholic University of Lublin, Art Stage of the Catholic University of Lublin) are responsible for:

- promoting the University through organising cultural events in Poland and abroad;
- allowing members of the academic community to develop their culture comprehensively;
- building state, national and regional identity among members of the academic community.

Auxiliary organisations of the University (The Society of Friends of the Catholic University of Lublin, Potulicka Foundation, Foundation for the Development of the Catholic University of Lublin) are responsible for providing material support to the University, in particular, for research and training objectives.

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

By authority of the authorities of the University and in close cooperation with them, the University Development Strategy Monitoring Department shall be responsible for the monitoring and evaluation of the implementation of the *Development Strategy*. Its tasks include, in particular:

- preparation of an initial inventory of the capacity of the University following the operational objectives included in the annexe to the *Development Strategy*;
- preparation of an annual report on the implementation of the *Development Strategy* and its submission to the authorities of the University;
- ensuring, in terms of content, the internal flow of information between organisational units of the University concerning the state of 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 this *Development Strategy* together with the assumptions of the next strategy.

Priest Professor Antoni Dębiński, Ph.D., D.Sc.
Rector of The John Paul II Catholic University of Lublin