



STRATEGY

OF THE MEDICAL UNIVERSITY OF GDAŃSK
FOR 2026-2030



**Dear Sir or Madam,
Dear Members of the Academic Community,**

The University's Strategy for 2026-2030 sets the direction for our development at a particularly important time for higher education, science, medicine and the healthcare system as a whole. This document sets out our ambitions and priorities, but above all it illustrates the kind of university we want to be: modern, responsible, open to the world and firmly rooted in the needs of people and society.

We have a challenging time ahead of us. Expectations regarding higher education, science and the healthcare system are changing. There is a growing emphasis on interdisciplinarity, internationalisation, the quality of research, the practical dimension of education, and the efficient and user-friendly operation of institutions. In this environment, our University aims not only to respond to these changes, but also to play an active role in shaping them – with our students, PhD students, staff, patients, partners and society as a whole in mind.

The University's greatest strength is its community. It is made up of people who teach, study, conduct research, support administrative and organisational processes, and develop clinical, national and international cooperation. Each of these roles is vital. That is why one of the most important goals of the Strategy is to build an environment in which we inspire one another, work together and support each other's development. We want to educate professionals who are prepared to operate in a knowledge-based society – people who are competent, responsible, open-minded and aware of the significance of their work.

The quality of education plays a key role in the Strategy. We will develop it by supporting a professional and dedicated teaching staff, modernising study programmes, and incorporating the latest knowledge, teaching methods and the needs of the healthcare system. Equally important to us is the involvement of students, PhD students and graduates – their views, experience and aspirations serve as a key reference point for the University's continued improvement.

The second pillar of our development is science. We want to strengthen the University's research position, develop leading areas of research and create more effective forms of support for researchers. This involves ensuring favourable conditions for conducting research, as well as taking steps to diversify funding sources, develop projects of high scientific and practical significance, and professionalise non-commercial clinical trials. We believe that strong academic research serves as the foundation for high-quality teaching, innovative medicine and the University's responsible impact on the wider community.

The Strategy for 2026-2030 also emphasises the need to further strengthen the University's role within the clinical, socio-economic and international communities. We wish to strengthen our cooperation with healthcare entities, but also, at regional and national level, we want to deepen our relationships with social and economic partners and enhance our presence in the international academic arena. Of particular importance is the University's participation in the ACE²-EU European University Alliance, which opens up new opportunities for cooperation, the exchange of experiences and the joint shaping of European higher education. Priority will be given to measures aimed at deepening cooperation within the Fahrenheit Union of Universities in Gdańsk, leading to the optimal use of our intellectual and infrastructural potential.

The development of the organisation itself is equally important. A modern university is not only about ambitious research and teaching goals, but also about efficient processes, transparent policies, safe working and learning conditions, and infrastructure that meets the real needs of the academic community. Therefore, we will improve our human capital management

policy, strengthen a culture of engagement, develop internal governance, and modernise the University's facilities to ensure accessibility, functionality and safety.

As the Rector, I am treating this Strategy as a commitment. Its implementation requires consistency, responsibility and cooperation, but also an awareness of the needs of the people who make up the University on a day-to-day basis. It is important to me that the years 2026-2030 will be a period of development characterised by wisdom, openness and sustainability – so as to strengthen the potential of our community and build an institution of which we can be proud.

In presenting the University's Strategy for 2026-2030 to you, I invite you to join me in thinking about the future and helping to shape the changes that will benefit us all: the academic community, our partners, patients, and future generations of students, PhD students, and graduates.

Michał Markuszewski



Professor Michał Markuszewski
Rector



Mission
Vision
Values



Mission

Vision

Values



WE, proactive, community-focused,
building bonds from the ground up

WE CREATE

care for others,
social responsibility

core value,
most important

CARING FOR THE HEALTH

science, education,
prevention, innovation

THE FUTURE OF MEDICINE,

reference to the past,
roots, continuity

OF GENERATIONS.



Mission

Vision

Values

A LEADING UNIVERSITY

We are the country's leading, internationally recognised medical university, distinguished by the high quality and effectiveness of our teaching and research, which integrates basic and clinical sciences.

We ensure that the healthcare organisations run by the University maintain a strong position. Together with them, we create the ideal conditions for teaching, research and innovation of the highest standard.

A STRONG POSITION

OPENNESS

We are an academic community open to cooperation, committed to the continuous improvement of the University's operations, actively responding to the needs of the wider community, and conducting research with a growing social impact.



Mission

Vision

Values

PROFESSIONALISM

Every day, we strive to improve the quality of our work. We base our activities in the professional environment on honesty, transparency and reliability.

HUMANISM

Guided by empathy and ethics, and respecting everyone's needs, we look out for one another.

COOPERATION

We are building a culture of cooperation based on equality. We take responsibility for our decisions and share authority.

COURAGE

Courage enables us to face challenges, inspire others and make our world a better place.

COMMON GOOD

Our academic tradition is our strength. We are proud to be part of the academic community.



Strategy Methodology
Strategic Objectives





Strategy Methodology

Strategic Objectives

The process of drawing up the Strategy for the Medical University of Gdańsk (MUG) was based on the methodological principles for developing a strategy using the Balanced Scorecard concept developed by Robert Kaplan and David Norton. To ensure a high level of operationalisation of the MUG Development Strategy for 2026-2030 – covering its measurement, effective corporate governance and the possibility of periodic reviews of the strategic framework during its term – the Strategy has been fully digitised.

The digitisation of the process involved implementing a cascade comprising four strategic objectives, fourteen operational objectives and forty-nine strategic initiatives within a dedicated IT tool. This tool was prototyped at the University of Gdańsk and is used within the Fahrenheit Union of Universities in Gdańsk.

Participation was the fundamental methodological principle underpinning the development of the Strategy. This meant not only actively involving as broad a section of the University community as possible in the process of defining strategic and operational objectives and initiatives, but also considering their views when assessing the significance of the various areas of the Strategy.

To this end, as part of a series of strategic workshops, a number of substantive meetings were organised, taking the form of both plenary sessions and moderated panel discussions. Over a hundred people representing the MUG community took part in these activities. The meetings took place with the active involvement of the Rector, Prof. Michał Markuszewski, as well as the team of Vice-Rectors and the Chancellor.

The transparency of the Strategy development process was further enhanced by the inclusion of external stakeholders on the panels, including members of the University Council and subject-matter experts representing the University of Gdańsk.

The MUG Strategy for 2026-2030 sets out, in particular:

- An annual review of strategic plans and the extent to which they have been implemented, with a view to effectively managing any potential deviations and verifying that the strategic provisions remain up to date.
- Periodic reporting on the implementation of the cascade of strategic and operational objectives and initiatives, to enable the University Council and the Senate to assess the directions of MUG's development.
- Full transparency, clear communication and clarity of the Strategy's objectives and the level of its implementation – both towards the MUG academic community and the University's socio-economic environment.

Further key features of the MUG Strategy include:

1. **Ownership mindset** – at every level and in every area of the Strategy, leaders have been appointed who are responsible for implementing their assigned elements of the strategic plan.
2. **Performance measurement** – defined in terms of key performance indicators (KPIs) for strategic initiatives, including the units of measurement and expected target values over one-, two-, three-, four- and five-year timeframes.
3. **A cross-functional approach** – with an emphasis on process-based rather than functional management, carried out with the involvement of the owners of the respective areas. This approach helps to improve the effectiveness of communication on the implementation of strategic objectives, as well as the integration of strategic management into the operational functioning of the University.

The Strategy in figures

4 STRATEGIC OBJECTIVES



14 OPERATIONAL OBJECTIVES



49 STRATEGIC INITIATIVES



120 PEOPLE WORKING ON THE STRATEGY



Strategy Methodology

Strategic Objectives

STRATEGIC OBJECTIVE I

Creating a mutually inspiring community which trains professionals who help build a knowledge-based society

STRATEGIC OBJECTIVE II

Strengthening the University's academic reputation and providing comprehensive support for researchers

STRATEGIC OBJECTIVE III

Strengthening the University's position in the clinical, socio-economic and international spheres

STRATEGIC OBJECTIVE IV

Building and developing an engaged academic community within an efficient, welcoming and modern university

STRATEGIC OBJECTIVE I

Creating a mutually inspiring community that trains professionals who help build a knowledge-based society

The quality of education is determined by the strength of the academic community – a space in which academic staff, students, PhD students and graduates inspire one another, learn from one another and jointly create a culture of development based on dialogue, trust and responsibility. It is precisely in the relationships forged between members of the academic community that the university emerges – understood not only as an institution for the transmission of knowledge, but also as an environment for shaping civic, ethical and professional attitudes, realising aspirations and preparing students to function responsibly in a rapidly changing world.

A modern university should be a place that fosters not only the acquisition of professional skills, but also the development of critical thinking, intellectual independence, creativity and a willingness to take on new challenges. An educational mission understood in this way requires the creation of an academic environment based on mutual respect, openness to a diversity of experiences and views, and the conviction that the educational process is a joint endeavour involving all those who participate in academic life.

A key role in fulfilling this mission is played by a competent and committed teaching staff, who shape the quality of the educational experiences of undergraduates and PhD students, set standards for intellectual work, and create conditions favourable to the development of individual potential.

An improved quality assurance system for education can serve not only as an assessment mechanism, but above all as a tool to support reflection on teaching practice, the implementation of modern teaching methods, and the creation of conditions for the informed and responsible professional development of academic staff.

Improving the quality of education also means strengthening the role of students, PhD students and graduates as active contributors to academic life. Their involvement in quality-enhancing, research and promotional activities helps to shape the character of the university as an open, responsible and development-oriented community.

High-quality education is a process that requires continuous improvement, commitment and cooperation from the entire academic community. Only a community built on partnership, mutual respect and a belief in the importance of education can effectively fulfil the university's mission and respond to the challenges of the modern world. Through this, the university becomes a place where knowledge is combined with responsibility, innovation with tradition, and individual development with concern for the common good.

OPERATIONAL OBJECTIVES

- Providing professional and dedicated teaching staff who inspire students and PhD students to develop
- Strengthening the participation and engagement of students, PhD students and alumni in research activity, quality-oriented processes, and the co-creation of the academic community
- Improving the quality of education by modernising study programmes to reflect the latest knowledge and the needs of the healthcare system



**Professor Aleksandra
Gaworska-Krzemińska**
Vice-Rector for
Student Affairs



**Professor
Agnieszka Zimmermann**
Vice-Rector for Education

STRATEGIC OBJECTIVE II

Strengthening the University's academic reputation and providing comprehensive support for researchers

Strengthening the University's academic standing requires the long-term and consistent development of its research potential, as well as active support for national and international cooperation. It is of key importance to ensure that researchers have access to effective research funding schemes, professional administrative support for projects, and modern research infrastructure based on core facility-type research service centres. The development of a modern medical university will not be possible without the use of advanced computational methods based on artificial intelligence and the creation and expansion of clinical, imaging and omics databases.

Another key element of the Strategy will be support for the development of young researchers, particularly undergraduates and PhD students, through mentoring programmes, internal grants, the promotion of academic mobility, and transparent promotion criteria. Monitoring and developing priority research areas, as well as identifying and supporting unique research fields in which our researchers are already achieving significant success, also play an important role.

This dynamic development will be based on interdisciplinary research and the formation of international teams capable of carrying out ambitious scientific projects, with particular emphasis on international grants in which the University plays a leading role. This will be facilitated by the optimisation and diversification of funding sources, which will reflect social needs, the translational nature of research and an increase in implementation efficiency.

A significant part of the Strategy will also be the creation of a repository of projects, initiatives and research expertise, which will facilitate the formation of interdisciplinary teams, more effective application for grants, and the development of the University's research and development offering based on research groups and scientific centres. Comprehensive support for researchers not only leads to an improvement in the quality of publications and the innovativeness of research, but also helps to build the University's recognisable brand within the academic community.

The University's strong scientific standing is the result of synergies between people, infrastructure, funding and a culture of cooperation. Creating an environment favourable to ambitious scientific research, open to national and international partnerships, and ready to use the latest technological advances is a prerequisite for the University's further development as a modern research centre with a significant impact on the development of medicine, science and society.

OPERATIONAL OBJECTIVES

- Development of priority research areas
- Development of support systems for researchers
- Diversification of funding sources for research activities



**Professor
Michał Żmijewski**
Vice-Rector for Research



**Professor
Tomasz Bączek**
Rector's Representative
for the 'Excellence Initiative
– Research University'
(IDUB) programme

STRATEGIC OBJECTIVE III

Strengthening the University's position in the clinical, socio-economic and international spheres

In the coming years, the Medical University of Gdańsk will focus its efforts on further strengthening its position as an institution that actively shapes the healthcare system, the economy, society and the international academic community. The achievement of this objective is based on four mutually complementary operational objectives, which combine the development of internal processes with the building of lasting relationships with external partners.

One of the key areas of focus is the professionalisation of non-commercial clinical research through the clarification of areas of responsibility, the centralisation of management and the alignment of research organisation with national and international standards. These measures are intended to enhance organisational efficiency, improve the quality of research conducted and reduce operational risk.

Another key element of this strategic objective is the development of cooperation with healthcare providers at regional and national level. This will create stronger links between clinical, research and teaching activities, broaden the clinical base, and enhance opportunities for the training of undergraduates and PhD students within a diverse medical environment. At the same time, these measures reinforce the University's position as an expert within the healthcare system and support the development of clinical units in key areas of medicine, such as, among others, oncology, cardiovascular diseases and transplantology.

Developing cooperation with the socio-economic environment will allow for a more effective transfer of knowledge, technology and research findings into practice, as well as increasing MUG's involvement in research and development projects, expert assessments and services provided to external partners. Another key element will be the implementation of tools to monitor and communicate the University's actual impact on the social and economic environment.

The work carried out by the Medical University of Gdańsk as part of the Fahrenheit Union of Universities in Gdańsk is of paramount importance in this area. We will continue this work through research, educational, project-based and infrastructure initiatives.

All this is complemented by increasing the internationalisation of the MUG's activities through the development of strategic partnerships, supporting the mobility of students and staff, implementing joint educational and research initiatives, and participating in the ACE²-EU Alliance. These initiatives enhance the University's profile and competitiveness on the international stage, whilst also supporting improvements in the quality of education, the internationalisation of research, and the development of the MUG's image as a modern and forward-thinking academic partner.

The implementation of Strategic Objective III will facilitate the fuller realisation of the scientific, teaching and clinical potential of the Medical University of Gdańsk and the development of lasting relationships with domestic and international partners. Of particular importance will be the standardisation of processes, the development of the clinical base, cooperation with the business sector, the strengthening of the University's social responsibility, and active participation in international partnerships.

OPERATIONAL OBJECTIVES

- Development and professionalisation of non-commercial clinical research
- Strengthening cooperation with healthcare providers at regional and national level
- Development of cooperation with the socio-economic environment
- Increasing the internationalisation of the University's activities, including within the framework of the ACE²-EU European University Alliance



**Professor
Michał Hoffmann**
Vice-Rector for
Clinical Affairs



**Professor
Anna Żaczek**
Vice-Rector for
Development and Cooperation

STRATEGIC OBJECTIVE IV

Building and developing an engaged academic community within an efficient, welcoming and modern university

A competent and committed workforce is the foundation for the University’s smooth operation and long-term development. Building a stronger sense of identification with MUG, and thereby enhancing staff engagement, requires a comprehensive approach on our part. This will involve refining incentive schemes, improving working conditions and ensuring safety in the broadest sense, both at an organisational and individual level.

As part of our efforts to achieve this strategic objective, we have planned a series of initiatives focused on staff development, including measures to boost motivation, enhance the competencies of management staff, and improve the systems for recruiting and integrating new members of our university community.

Work efficiency will be improved by optimising internal processes, supported by the effective use of modern technologies, as well as by ensuring consistency across planning, management and control systems. A key direction of our activities is the digitalisation of processes, not least due to legal requirements.

To improve working conditions, we will also implement an infrastructure modernisation programme. This will include improving energy efficiency and enhancing the accessibility of our facilities for people with special needs. The programme will also focus on improving the management and operation of the University’s individual buildings. At the same time, we will draw up and launch a long-term investment programme, including the development of modern research, teaching and social infrastructure, as well as the continued modernisation of student halls of residence.

Infrastructure activities will be closely linked to initiatives aimed at enhancing staff safety and the stability of the University’s operations as a whole, including those designed to ensure information security.

These activities will be complemented by the development of communication systems, both internal and external, designed to foster transparency and engagement.

We are also planning to develop and implement a University Brand Strategy to foster staff identification with the institution and enhance its image. New initiatives in the area of communication will serve both to provide better information on current activities and to raise awareness of the initiatives being undertaken as part of the adopted Strategy.

OPERATIONAL OBJECTIVES

- Enhancing the human capital management policy for the University’s professional communities
- Modernising the infrastructure to create an optimal, energy-efficient and accessible working and learning environment
- Building a culture of engagement and strengthening internal governance
- Raising safety standards at the University



Professor
Michał Markuszewski
Rector



Professor
Jacek Bigda
Chancellor

PODSUMOWANIE PROCESU KREACJI STRATEGII GUMed

Etap konsultacji społecznej STRATEGII ROZWOJU GUMed na lata 2026-2030

19 maja 2026 r.

Zespół wdrożeniowy IT_STRATEGIA ze strony Uniwersytetu Gdańskiego w składzie:

dr hab. Paweł Antonowicz, prof. UG | dr hab. Robert Bęben, prof. UG | dr hab. Piotr Sliż, prof. UG | dr Sebastian Susmarski
PM wdrożenia: Justyna Sikorska / Julita Śmiech | IT support – Jan Pietruszewski



