



# **STRATEGY**

**OF THE WARSAW UNIVERSITY OF LIFE SCIENCES - SGGW**

**TO 2030**

**Warsaw, May 2021**

With the use of:

M. Pietrzak: Strategia Szkoły Głównej Gospodarstwa Wiejskiego w Warszawie do 2020, Wyd. SGGW, Warszawa 2017.

T. Borecki, M. Pietrzak (red.): Strategia Szkoły Głównej Gospodarstwa Wiejskiego w Warszawie na lata 2011-2020, Wyd. SGGW, Warszawa 2010.

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## **ANNEX: Basic Terms Definitions**

### **1. SGGW: Mission and Values**

The Warsaw University of Life Sciences (SGGW) is a modern university of life sciences, with its origins in the Agronomic Institute established in 1816 in Marymont, Warsaw. That institute, founded by prominent researchers, politicians and economists; Stanisław Staszic, Tadeusz Mostowski, Stanisław Kostka Potocki, Franciszek Drucki-Lubecki and Józef Zajączek, was intended to conduct both education and research activities, as well as to disseminate scientific knowledge in social and economic reality, significantly contributing to the intellectual and economic development of 19th century Poland.

Following our tradition, SGGW conducts scientific research both in the broadly defined area of agricultural sciences, as well as in technical and natural sciences, social sciences and engineering. SGGW strives to improve education and research and to disseminate scientific achievements through the transfer of knowledge to the economy. In order to meet social demand, SGGW provides various forms of lifelong learning. The University is committed to work with national and foreign scientific institutions by conducting joint research and education. By acting both locally and globally, SGGW takes special care of the quality of education and thus of the high level of knowledge, skills and social competences of its graduates.

The university treats people as its greatest asset, cares for good interpersonal relationships and intellectual development, is open to local, and international needs for teaching and research processes, and for cooperation with business. By educating students, SGGW aims to shape an open worldview, respect for all people, patriotism and tolerance, academic honesty and integrity, and consideration for the environment.

Bearing in mind its roots while preparing for future challenges, the University declares to fulfill the following mission:

**The mission of the Warsaw University of Life Sciences is to serve the intellectual, social and economic development of Polish society and the international community with particular emphasis on the sustainable development of rural areas, food economy and natural environment. Our goal is to conduct at the highest**

level of scientific research and education, as well as the implementation activities, contributing to sustainable development and minimizing the negative effects of future events, including climate change.

The foundation of our University's identity and success is formed by the virtues of professionalism, quality, diligence and innovation.

## 2. SGGW: Vision of the Future

The vision of the future sets the course for the aspirations of the Warsaw University of Life Sciences in the coming years, illustrating the expected condition of the University Anno Domini 2030.

### SGGW in 2030:

- |                             |   |
|-----------------------------|---|
| The Stakeholder perspective | <ul style="list-style-type: none"><li>● Alumni's high level of knowledge and practical skills;</li><li>● Significant number of research projects with high scientific profile;</li><li>● Strong cooperation with businesses, local authorities and public institutions acting as beneficiaries of R&amp;D and consultancy services;</li><li>● Attractive, friendly and discrimination-free place to study and work;</li><li>● Recognisable academic brand both nationally and internationally</li></ul> |
| The process perspective     | <ul style="list-style-type: none"><li>● Improving competences required on the labour market;</li><li>● Intense student mobility of all types of study courses;</li><li>● Extensive activity of research and teaching staff in the scientific community at national and international level;</li><li>● Knowledge transfer as a significant pillar of the University's activities</li></ul>   |
| The potential perspective   | <ul style="list-style-type: none"><li>● Research and administrative staff: motivated, qualified, mobile and focused on rapid research and professional growth;</li><li>● Lab, IT, library infrastructure adapted to research and teaching purposes;</li><li>● University management: an efficient and supportive administration, an effective management system, successful strategy implementation;</li><li>● Developing incentive systems to support research and teaching activities;</li></ul>      |

- The financial perspective
- Financial sustainability of operations at an appropriate level due to revenue growth and improved cost efficiency;
  - Significant share of the University's revenue from funds raised in cooperation with businesses;
  - External funding for research due to increased staff application efficiency

### **3. SGGW: Strategy Assumptions**

Pursuant to the University's identity resulting from the mission and aspirations as expressed in the vision of the future, SGGW intends to focus on the improvement of five areas of the University's activities: scientific research, education, international cooperation, transfer of knowledge to the economy and strengthening of the economic position, taking care of efficient administration and modern infrastructure, including the implementation of the "Kampus 2030" idea. Each of these areas is related to the significant challenges for universities in terms of the need for sustainable development in times of a turbulent economy and unexpected risks.

Considering both the tradition of academic education as well as demographic and market conditions, SGGW will continue to ensure a high level of knowledge, skills and expertise of students, trying to make the best use of its teaching potential. To achieve that, it is necessary to continuously improve the quality of education and to take into account the expectations and needs of the labour market in educational programmes.

Globalisation processes affect not only the economy, but also the world of culture and science. SGGW intends to develop its academic staff to gain an increasing position in the evaluation of scientific disciplines and to carry out higher-profile projects, including major international grants. SGGW will also continue to implement the Human Resources Strategy for Researchers and the Action Plan at SGGW in order to increase the attractiveness of employment at the University, providing a friendly environment for scientific work and respecting transparent rules when recruiting employees, which was confirmed by awarding the 'HR Excellence in Research' logo to SGGW by the European Commission. The SGGW strategy also includes the development of the processes of transfer of knowledge to the economy, to ensure that that sphere of the University's activity would gradually become an important activity, enhancing its economic development. By respecting and implementing traditional academic values, SGGW strives to fulfill the concept of a university open to social and economic needs and respecting the principle of equal treatment of all members of the academic community.

Moreover, SGGW will continue to follow the principles of sustainable development in its research and academic teaching, taking into account the concept of "Jedno Zdrowie" [One Health] and counteracting civilisation threats.

The above strategic assumptions are to be achieved by the Warsaw University of Life Sciences (SGGW) through the implementation of five closely related areas of strategic activities, in terms of the following **strategic objectives**:

- 01. High quality of scientific research**
- 02. High quality of education**
- 03. Effective international cooperation**
- 04. Effective cooperation with the socio-economic environment**
- 05. Strong business position, effective administration and modern infrastructure - "Kampus 2030".**

Areas of strategic activities in terms of the adopted objectives:

- **Action 1: Excellence in research** by developing academic staff, resulting in high-profile research projects and significant research outputs
- **Action 2: Excellence in education** by transfer of knowledge from research to teaching; by exploring new and reinforcing existing areas of education to strengthen SGGW's competitive position on the increasingly demanding education market, including adult education;
- **Action 3: International cooperation** by increasing the University's participation in the international exchange of scientific ideas and academic mobility, to support excellence in research and teaching;
- **Action 4: Transfer of knowledge to the economy** by improving SGGW's relations with the economic environment and creating conditions for fruitful cooperation with businesses;
- **Action 5: Financial growth, administrative work and infrastructure modernisation, implementation of the idea of sustainable development - "Kampus 2030"**, by strategic actions to secure SGGW's long-term economic needs and to create a model of sustainability implementation, i.e., "Kampus 2030". Encouraging administrative staff to support research and teaching staff in the field of research and implementation and young students in the educational process, as well as providing the necessary infrastructure for the implementation of the above tasks.

It is important to remember that the functioning of SGGW is based on a system and only the combined implementation of activities within the strategic areas will allow the University to succeed. These areas remain in mutual interaction.

#### **4. SGGW: Objectives and Areas of Strategic Activities**

##### **4.1. Objective 1: High quality of scientific research**

###### **Action Area 1: Excellence in research**

**SGGW will aim to achieve the objective using the following strategic activities:**

- **Developing scientific disciplines existing at SGGW**
- **Improving the level of science research**
- **Cooperating within different scientific disciplines and developing interdisciplinary research**
- **Promoting the publication activities of research and teaching staff**
- **Supporting research careers, evaluating and promoting staff**
- **Developing motivation and mobility systems for research and teaching staff**
- **Raising the importance and prestige and internationalisation of the Doctoral School**
- **Promoting further scientific development - IDUB and EUI criteria**

SGGW's strategic objective is to conduct scientific research at a high level, to promote it effectively nationally and internationally and to implement newly developed solutions into practice and didactics. The basis of SGGW's activities is the development of scientific disciplines within the University and increasing the level of research. Both cooperation of scientific disciplines and interdisciplinary research are important here. The multidisciplinary nature of the research and teaching carried out at SGGW; agricultural sciences, sciences, natural sciences, social sciences and engineering and technical sciences, should contribute to the sustainable campus concept - 'Kampus 2030'.

Excellence in the University's performance in research requires the development of adequate capacity, with people being the most important element.

Human resources quality improvement is connected with the development and implementation of the University's modern human resources management policy, the implementation of the "Human Resources Strategy for Researchers and Action Plan at SGGW" document, further improvement of motivation methods, including by separating funds for: scientific research, motivational remuneration systems, increasing publication activity and international mobility of staff implementing SGGW's strategic assumptions. Our University is also updating the evaluation system for SGGW staff so that it meets the requirements of both individual and institutional development.

SGGW intends to develop the University's concept of strategic management in order to justify and clarify the course of change and promote an organisational culture based on the following virtues: professionalism, commitment to the quality of research and education, diligence and, in particular, innovation and openness to change. In 2015, SGGW was one of the first of the twenty Polish universities to sign the Declaration of Support for the Principles of the European Charter for Researchers and the Code of Conduct in the Recruitment of

Researchers. In 2017, the European Commission awarded SGGW the 'HR Excellence in Research' logo as a result of fulfilling the University's mission as well as applying the European Commission's recommendations, incorporating into the current and planned principles of the Human Resources Strategy for Researchers and the Action Plan at SGGW based on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

Another significant aspect of SGGW's development is to raise the importance, prestige and internationalisation of the Doctoral School, which also includes training for the future highly qualified research and teaching staff of our University. A proactive, change-oriented organisational culture will support the achievement of the other objectives from a potential perspective. The effective implementation of the strategy requires SGGW organisational units to engage in the development and implementation of their own strategic plans, creatively integrated into the assumptions of the Strategy of the Warsaw University of Life Sciences until 2030.

Considering the already existing national and international initiatives serving as a guidepost for development: IDUB (Initiative for Excellence - Research University) and EUI (European Universities Initiative), it is assumed that SGGW will aim to remain compliant with the requirements of a research university and continue its efforts to become part of EUI.

SGGW intends to be the country's leading research university in the area of its mission, which requires world-class performance of research. This is ensured not only by a high level of research activity and attention to the appropriate rank of the research projects, but also the creation of the respective working atmosphere to support the development of creative academic ideas.

## **4.2. Objective 2: High Quality of Education**

### **Action Area 2: Excellence in Education**

**SGGW will aim to achieve the objective using the following strategic activities:**

- **New courses and the development and improvement of study programmes, including the individualisation and modularisation of education;**
- **Promotion of student participation in research;**
- **Increasing the participation of students in the process of improving the quality of education;**
- **Education quality measures: international accreditation, professional qualifications;**
- **Increasing the promotion of SGGW's educational offer at national and international level;**
- **Development of hybrid learning and improvement of digital competences of the academic community;**

- **Providing support for Student Council and Student organisations activities;**
- **Developing effective communication between students and university;**
- **Careers support, career monitoring and relationship maintenance with alumni;**
- **Promoting a life-long learning philosophy;**
- **Creating conditions for the participation of external stakeholders in the shaping of learning processes.**

Following its long-standing tradition, the University will place particular emphasis on the quality of education, which guarantees the high level of education of its graduates and their contribution to the economic, social and intellectual development of the country. A stable, high quality is not the result of chance or outstanding individuals, but of appropriate organisation and good management. In order to ensure the high quality of the University's teaching offer, it is necessary not only to define learning outcomes, but also to apply and verify them on a universal basis and to improve them systematically. The quality of education at the University refers to all aspects of the teaching process. It determines the extent to which elements of the educational process meet the requirements set by the University's stakeholders. SGGW intends to develop the existing quality assurance and improvement system in order to improve the educational programmes on a permanent basis. This will be reflected in ongoing monitoring of the quality of didactics by means of class hospitalizations and systematic updating of curricula and descriptions of educational modules in terms of the expectations of the labour market.

By developing the didactic process and working on improving the quality of education, SGGW will introduce new fields of study and modernise the content of education in order to adapt its educational offer on an ongoing basis to social needs and the expectations of the national and international labour market. The University intends to focus its efforts on a high concentration of classes with elements of practical teaching, computer techniques and effective teaching of foreign language skills.

The improvement of the University's IT potential will enable modern education using computer and telecommunications techniques. In today's world, this is a prerequisite for the good training of graduates for the modern economy and society.

Student-friendly studying conditions, being one of the main features of SGGW's offer, will continue to be the basis for supporting the scientific, cultural, social and sporting development of students, starting with recruitment, through didactics and administrative services, to cooperation with alumni. SGGW will support student councils and organisations.

The modern education market is becoming more and more competitive, therefore SGGW must systematically strive for a positive image of its programme through:

- recognizing itself as an attractive, friendly, safe and barrier-free study environment;

- providing graduates with qualifications that are highly valued by businesses and public and social institutions;
- aiming to achieve prestigious accreditations for implemented study programmes.

The University will continue to build a high level of student satisfaction with the education process, using in particular the existing system of verification of the quality of education, where the opinion of students plays an important role. Due to the adopted rules involving students in the evaluation of the didactic process, the University shapes the need to continue education at subsequent levels of academic education.

The student's satisfaction with the educational process is an important element for SGGW in building a high prestige and shaping a good opinion of our University in the social environment.

The University intends to maintain its current focus on quality by, among other things, trying to become a more international university through the development of an attractive teaching offer in foreign languages, which allows students from all over the world to develop their skills.

### **4.3. Objective 3: Effective International Cooperation**

#### **Action Area 3: International cooperation**

**SGGW will aim to achieve the objective using the following strategic activities:**

- **Supporting student mobility at all levels of study, as well as SGGW research and teaching staff and visitors;**
- **Developing educational services in foreign languages, including cooperation with international partners;**
- **Intensifying international exchange programmes and improving the enrolment of foreign students;**
- **Increasing the number of international projects;**
- **Excellence in communication with the international community**

The opportunity to conduct significant scientific research is determined by the range and quality of contacts and relationships within the scientific community. Therefore, SGGW will strive to develop such contacts by giving support to the organisation and participation in conferences, as well as participation in international scientific, teaching and administrative networks and organisations. These activities represent the participation of SGGW staff and doctoral students in the life of the academic community at national and international level.

The contacts established with other researchers both nationally and internationally will support the improvement and implementation of scientific research and other University activities in its efforts to be a leading scientific centre. This will be manifested on a transnational level by the number and importance of undertaken international

research, education and potential-building projects. Such projects require both scientific excellence and the ability to manage external resources.

The SGGW community's international contacts are also important from the teaching point of view, as they will facilitate increasing the internationalisation of education and the mobility of students at all levels of study. The University will strive to educate students skilled in an international environment, capable of achieving professional success in multicultural teams at national and international level. Furthermore, more internationalised education will make it easier to attract international candidates wishing to develop their skills in Poland. An important factor in the internationalisation of education is the so-called 'at home' internationalisation by contact with foreigners (students and lecturers) at their own university.

#### **4.4. Objective 4: Effective Cooperation with the Socio-economic Environment**

##### **Action Area 4: Transfer of knowledge to the economy**

**SGGW will aim to achieve the objective using the following strategic activities:**

- **Increasing the transfer of scientific findings to education, business and public institutions, including by developing academic entrepreneurship;**
- **Increasing the participation of SGGW staff in business, professional and other organisations;**
- **Developing strategic partnerships with corporations and carrying out joint research and implementation projects;**
- **Developing cooperation with local authorities and NGOs, particularly in the field of environmental protection and sustainable development;**
- **Developing management culture for innovation processes and innovation ecosystems**

In the pursuit of becoming more involved in knowledge transfer to the social and economic environment, SGGW will create a framework for knowledge transfer activities to be attractive to all stakeholders. SGGW will improve knowledge transfer into the educational process at all levels of university education. SGGW will ensure the organisation of procedures for the implementation of innovations into practice, so that the implementations can be officially documented as required by the evaluation of scientific units. The University will support, both organisationally and procedurally, the efforts of the institutes to build joint research teams of University academic staff and practitioners. That should promote more intensive implementation research activities in cooperation with the business environment.

Strengthening and promoting the dissemination of the results of scientific research among academic staff will be of major importance.

The university will intensify its activities in the area of promotion and public relations to attract business partners. The implementation of projects to benefit the social environment, related to the most important challenges of modern civilisation, will be instrumental.

The modern market for applied studies and expert-consulting services is becoming more competitive, hence SGGW is systematically striving to create a positive image among economic players. It is crucial to convince economic practitioners that SGGW is a research centre able to offer them tangible benefits.

The University will establish new qualified entities to fulfil these objectives whenever necessary. The improvement of SGGW's image should be reflected in the number of agreements and projects implemented with economic entities, public administration institutions and as well as other entities.

As a consequence, the transfer of knowledge to economic entities, public institutions and others should develop and become an important area of activity for the University in the future.

#### **4.5. Objective 5: Strong business position, effective administration and modern infrastructure - "Kampus 2030"**

##### **Action Area 5: Financial growth, administrative work and infrastructure modernisation, implementation of the idea of sustainable development;" Kampus 2030"**

**SGGW will aim to achieve the objective using the following strategic activities:**

- **Improving cost efficiency, including increased efforts to attract external funding;**
- **Developing existing and introducing new tools and systems to support the University's operations;**
- **Simplifying internal procedures and administrative support for research and teaching staff;**
- **Changes aiming at creating the SGGW campus as an example of implementation of the idea of sustainable development in terms of education, cooperation with the external environment, closed loop economy, smart city - "Kampus 2030";**
- **Increasing the participation of experimental facilities in scientific research, teaching and implementation activities, including the implementation of the "Kampus 2030" concept;**
- **Promoting entrepreneurial and innovative attitudes to support the improvement of the internal organisational processes**

The implementation of SGGW's mission and ambitious changes resulting from the University's vision and strategy require long-term security of economic needs, which will be guaranteed by a stable surplus of income

over costs. In order to secure the University's long-term economic needs, it is necessary to take a two-pronged strategy.

Having in mind the anticipated changes in university funding, the revenue structure needs to be revised. The current structure is characterised by an inadequate share of funds raised from projects in relation to the public funding received for science. The University, however, intends to continuously seek opportunities to improve cost efficiency to ensure that revenue exceeds costs. To do so, it will systematically control and optimise the operating costs and aim to use its assets productively.

It is essential to modernise and develop the IT infrastructure for the effective functioning of the University. The efficient flow of information and its secure collection and processing is a crucial factor for such a complex system. To achieve these objectives, the functioning status of IT systems and the operation of data security procedures must be constantly diagnosed.

An efficient administration, facilitating the academic community to focus on the fulfilment of their basic duties at the highest possible level should be a significant element of the University's potential. SGGW will strive to improve and digitise existing procedures and, by supporting the growth of the administrative staff's competence, will aim at promoting the "customer orientation" direction by awarding the right attitudes and behaviours.

The premises and equipment infrastructure needs to be constantly modernised and upgraded so that it can meet the highest standards and allow the implementation of research and teaching activities at the highest level. It should be continuously adapted to meet the needs. It should be barrier-free for people with disabilities and enable remote working and teaching activities. The comprehensive modernisation of the campus should be accompanied by the implementation of the "Kampus 2030" project, which will be a practical implementation of solutions related to the idea of sustainable development, closed loop economy and smart city at the University. SGGW, using its comprehensive resources, should have the most modern and sustainable campus in Poland.

The university has the unique facilities of an agricultural experimental facility and a forestry experimental facility. It is important to ensure the full utilisation of that potential in research, teaching and implementation activities. In this regard, it is essential to increase the attractiveness and use of the centres in Kiry, Kociszewo, Obory and Rogów.

**The university is a system of interacting elements and only the combined, synchronous implementation of the strategic areas mentioned above will enable a successful implementation of the strategy. After all, the particular areas remain in mutual interaction.**

All these successes are measured by SGGW's rising position in international rankings, e.g. Times Higher Education World University Rankings, QS World University Rankings, Centre for World University Rankings, Webometrics Ranking of World Universities.

Performance measures for the strategic objectives will be included as a supplement to the Strategy of the Warsaw University of Life Sciences until 2030.

## 5. ANNEX: Basic Terms Definitions

<b>STRATEGIC OBJECTIVE</b>	An intention defining the direction of the University's strategic efforts regarding a specific perspective (stakeholders, processes, potential, financial). The strategic objective responds to the questions in general terms: Where are we heading? What do we want to achieve within a given perspective?
<b>EUI</b>	EUI (European Universities Initiative) is an initiative co-developed by higher education institutions, student organisations, Member States, and the European Commission. Its objective is to build a European education area beyond languages, borders and disciplines to meet the social challenges and skills shortages faced by Europe.
<b>LOGO HR Excellence in Research</b>	The HR Excellence in Research is awarded by the European Commission to institutions that implement principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. It is aimed at increasing the attractiveness of researchers' working conditions in the EU. The European Human Resources Strategy for Researchers, also known as HRS4R, aims to improve the recruitment practices and working conditions at European research institutions.
<b>IDUB</b>	IDUB (Initiative for Excellence - Research University) is a programme introduced by the new Act - Law on Higher Education and Science, which is one of the key elements of the reform of science and higher education. The priority of the programme is to identify and support universities that will strive to achieve the status of a research university and will be able to compete effectively with the best European and international academic centres.
<b>‘JEDNO ZDROWIE’ [ONE HEALTH]</b>	A holistic concept that refers to the protection of human health interacting with the protection of animal health and consideration of environmental (ecosystem) influences on humans and animals. This concept states that health should be defined at three levels: individual (human, animal, plant), demographic (public health, population health) and systemic (ecosystem).
<b>‘KAMPUS 2030’</b>	The concept of the SGGW campus as an example of the implementation of sustainable development, closed loop economy, and smart city.
<b>MISSION</b>	The Authority Statement: (1) expressing the fundamental purpose/function of the University's existence ( the answer to the question: why does the organisation exist?),

(2) outlining the general scope of activities (the answers to the questions: how do we fulfil the University's objective? What is our scope of activity?), (3) defining the core values considered to be crucial to the University's identity (answer to the question: what do we consider important?). The time horizon of the mission is very distant, undetermined. The role of the mission is to define the boundary conditions ('limits') for the organisation's strategy, it is the first step in strategic planning - it provides the necessary framework for strategic analysis.

**STRATEGIC  
AREA**

An element of the strategy covering a comprehensive set of the University's objectives in a specific area. The complementary implementation of the strategic areas guarantees the implementation of the strategy's objectives.

**PERSPECTIVE**

One of the University's defining areas of achievement/goals. The adopted strategy recognises four perspectives: stakeholder, process, potential and financial one.

**STRATEGY**

The strategy is a method of achieving the vision (change) within the limits of the mission (boundary conditions). The strategy is the definition of the main long-term objectives of the University and the adoption of such directions that are required to achieve the objectives.

**VISION**

It describes the expected future of the organisation. The vision generally expresses the need for change and the achievement of breakthrough results. The role of the vision is to create challenges (tight goals). The vision is responsible for the dynamic aspect of the strategy, it is the driver for change in the organisation - it requires extraordinary activities. The time horizon of a vision is 5 years. The vision is created based on a strategic analysis.