



DEVELOPMENT STRATEGY OF THE POZNAN UNIVERSITY OF MEDICAL SCIENCES for 2021-2030



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INTRODUCTION

On the foundation of 100 years of history and a good tradition in academic ethos
we are building a better future

Poznan University of Medical Sciences (PUMS) is a university that believes in freedom to express worldviews, based on the freedom of exchange of ideas, openness and cultural diversity, serving science and education by conducting scientific research, spreading truth and educating people involved in health care, in a sense of responsibility for the fate of Poland as a fully sovereign country of the European Community.

Thinking about the future in terms of opportunities and threats is a precondition for the existence and development of any institution, including the Medical University of Poznan. The timeless goals of the Poznan University of Medical Sciences (PUMS) are defined in its Mission Statement. However, social and economic conditions, which change from time to time, make it necessary to determine the strategic objectives subordinated to the Mission and Vision and the ways of their implementation.

The Development Strategy of the Poznan University of Medical Sciences (PUMS) defines key directions of the University's development for the period 2021-2030. It is a priority document that identifies actions to ensure PUMS's strong position in national and international higher education.

The system of higher education and science has a great impact on the achievement of national social and economic goals, on the construction of intellectual and social capital of the country. Its two core, interrelated functions - education and research - are critical to the ability of individuals and communities to adapt to change and to shape the future. Hence, the selection of major operational objectives in the areas indicated above.

For the implementation of the strategy, it is necessary to design the role of the University staff and their competencies and technical and material security, and to provide functional, efficient, stimulating and developmental organizational structures.

The objectives defined in the Development Strategy of the Poznan University of Medical Sciences for 2021-2030 result from global, European and national conditions.

The key value of the Poznan University of Medical Sciences is the academic community formed by the staff, students and doctoral students, remaining in a permanent bond with the graduates. The University community provides the foundation for maintaining and shaping academic autonomy, integrity, and openness through attention to working and learning conditions and the highest standards of researcher, teacher, and student ethos.

The Poznan University of Medical Sciences is a leading medical university that has made a significant contribution to the development of Polish and world medicine in both scientific and practical terms. The present position of the University is influenced by the high level of education - confirmed by the scientific achievements of the academic staff, students and graduates, as well as by a 100-year tradition, in which one of the turning points was the establishment, within the Faculty of Medicine II, of the Faculty of English Language Education, currently the Center for Learning in English. Thanks to the efforts of the University authorities and their great involvement in the implementation of this innovative project, Poznan University of Medical Sciences is proud to educate 900 students in five English-language programs. In 2020, the University of Medical Sciences employed a total of 2338 people, including 1484 academic staff, of which 222 were employed as professors.

Poznan University of Medical Sciences is a founding body for five treatment providers operating as independent public health care units and the owner of University Center for Dentistry and Specialized Medicine Sp. z o.o. The mission of treatment providers is to provide health services in connection with the realization of educational and research tasks. A total of 424,202 consultations, 159,269 hospitalizations and 44,038 surgical procedures were performed at clinical hospitals in 2019. The University's annual revenue together with its clinical hospitals and subsidiaries in 2019 was just under 1.5 billion, placing the group among the region's largest entities.

The University implements education in 4 faculties, among 7500 students. More than 10,000 candidates apply for the university's index each year. The PUMS operates a Doctoral School with 45 doctoral students, while 133 students are enrolled in doctoral programs. The offer of postgraduate studies and specialization education is constantly expanded.

PUMS VISION

The Poznan University of Medical Sciences is not only the leading medical university in Poland, but also in the next decade:

It will strengthen its position among European universities, achieving the status of a research university, conduct and promote scientific research of the highest world quality in cooperation with the best national and international scientific centers, contributing to the development of medicine.

By educating students at the highest level, using new digital technologies, the University's graduates will be sought-after employees, and their up-to-date knowledge and high practical skills and professional ethics will confirm the prestigious nature of the University.

The University will be efficiently managed and the staff will uphold the academic ethos in their activities, show commitment to self-development and cooperate in good activities.

The Poznan University of Medical Sciences, bearing the name of Dr. Karol Marcinkowski, a great physician, devoted to patients without limits, continues the best traditions of medicine.

PUMS MISSION STATEMENT

On the one hand, the Poznan University of Medical Sciences continues the ideals of its patron, Dr. Karol Marcinkowski, who in the first half of the 19th century served the inhabitants of Poznan and Wielkopolska with his medical knowledge and work as a doctor, while on the other hand it continues the tradition of the Piast University opened on 7 May 1919 and renamed in 1920 to University of Poznan. The words of the first rector, professor of medicine Heliodor Świącicki, that "serving the homeland, taking care of it" and shaping "fortitude of spirit, sacrifice and the courage to put ideas into practice" are still an inspiration for the academic community of our University. Also the goals of the university outlined then - serving the truth and freedom of expression, which in the field of medical care were developed by the Faculty of Medicine established in 1920, are today the axiological foundation for the functioning of the University of Medicine, established in 2007 on the basis of the Medical Academy of Poznan existing since 1950.

The fundamental mission of the Poznan University of Medical Sciences is:

- discovering and communicating truth through research in the broader life sciences,
- providing the highest quality education for medical personnel using modern teaching methods,
- participating in social development by taking care of the health of residents of Poznan, Wielkopolska, and the whole country.

In terms of **scientific activities and research**, the Medical University seeks to fulfill its mission through:

- conducting scientific research and development works at the highest world level,
- expanding and delineating new research areas and directions,
- cooperation and exchange of experience with domestic and foreign partners,
- adherence to the principles of good clinical and pharmaceutical practice and research freedom.

In terms of **education of medical personnel**, the mission of the Poznan University of Medical Sciences is:

- education that emphasizes learning outcomes,
- preparing medical professionals from all areas of health for the highest level of professional work,
- openness to the educational needs of students not only in Europe but around the world regardless of race, nationality or religion,
- concern about creating opportunities for students and doctoral students not only for education, but also to participate in scientific and cultural life, international exchange and development of physical culture,
- giving students the ability to think independently, to discuss freely, and above all to respect values such as humanism and human dignity,
- consulting its educational offer with the broadly understood social environment - the inhabitants of the region, authorities, social and economic entities.

In terms of **caring about the health of residents**, the Poznan University of Medical Sciences intends to fulfill its mission by:

- collaborating and participating in the development of the health care system in the region and nationwide,
- developing highly specialized diagnostic and therapeutic activities in clinical hospitals, which are also a didactic base for pre-graduate and post-graduate education,
- implementing and disseminating new medical technologies for prevention, therapy and rehabilitation.

STRATEGIC OBJECTIVES

The University's mission and vision is carried out in six functional areas: science, teaching, treatment, management, synergy with industry and social responsibility of the University.

Strategic goals have been formulated for each of these areas:

1. Strengthening research teams and advancing scientific research.
2. Educating medical personnel for the country, Europe and the world.
3. Providing quality health care to the people of the macro-region and the country.
4. Systemic university governance.
5. Development of expert activities and collaborations with industry.
6. Social responsibility.



PUMS has a stable position among the top research universities in the country. The PUMS cadre is steadily growing, publishing at an ever higher level. Researchers regularly obtain national funding to conduct basic research. However, there is a need to improve the quality of the research conducted and to activate a larger number of scientists capable of leading research teams that will be able to compete effectively for research funds not only in the country but also in the international environment. The University is currently implementing too few projects in the area of industrial research and development works, which results in scanty commercialization of the University's scientific achievements. Scientists obtain a small amount of funds for scientific activities in the framework of international projects, so there is a need to create conditions for the formation of new research teams that will have international potential, and will be able to initiate effective cooperation with foreign centers.

Strategic objective - strengthening research teams and development of scientific research

Operational objectives:

- a. Creating conditions for the emergence of new research teams with international potential and the development of priority research directions (cancer, cardiovascular diseases, active and healthy aging, telemedicine, drug biotechnology);
- b. Expanding the leadership of research teams;
- c. Pursuing the scientific development of basic units;
- d. Development of interdisciplinarity in scientific research;
- e. Expanding the scientific collaboration in international consortia;
- f. Developing an internal system for evaluating the quality of research.
- g. Conducting scientific research and development work important to the economy with an increase in R&D work;
- h. Increased effectiveness in obtaining research funding;

- i. Strengthening and continuously developing the scientific and research potential by developing modern research facilities and increasing the number of research projects.

Tasks

- Organization of key elements of research infrastructure on the basis of R&D shared services centers for internal and external entities (University Apparatus Center, Center for Innovative Pharmaceutical Technologies, Collegium Humanum - Human Research Center, Center for Translational Medicine);
- Commissioning of the Center for Innovative Pharmaceutical Technology in 2021;
- Commissioning of the Collegium Humanum - Center for Human Research in 2022;
- Organization of the University's Clinical Research Support Center in 2021-2023;
- Organization of the University's Sports Medicine Research Center, combining sports medicine research and service activities in 2022;
- Establishment of a Center for Translational Medicine offering clinical research and development services in 2027;
- Expansion of the equipment infrastructure to include unique devices allowing for the implementation of scientific tasks through: development of the equipment base of the University Apparatus Center (from 2022 - 1 million per year, from 2024 - 1.5 million per year), Center for Innovative Pharmaceutical Technology (from 2022 - 1 million per year, from 2024 - 1.5 million per year) and clinics and establishments (ProScience program 1.5 million per year); Revitalization of the Prof. J. Chmiel College for the needs of scientific units in 2022- 2024;
- Specifically supporting the development of telemedicine and drug biotechnology research;
- Internationalization of the Doctoral School in 2022 - 2023;
- Actions to federalize the University with the Poznan universities in 2024;
- Supporting the development of scientific staff in obtaining degrees and titles.

- Increasing the criteria for position promotions with particular emphasis on obtaining research funds from domestic and foreign institutions (grants);
- Increasing the importance of internationalization of research in the evaluation of academic staff;
- Obtaining the entry of the scientific journal - Journal of Medical Science (JMS) published by PUMS on the Philadelphia list (year 2024);
- Increasing the rate of staff members hired from other domestic and international research centers (to 10%) by 2027;
- Creating an internal review system for scientific projects by 2024;
- Creating rules for evaluating employees who support scientific activities (scientific-technical and engineering-technical) by 2023;
- Creating a financial bonus system for scientific achievement in 2021-2022.



Education of students and doctoral students in order to acquire and supplement their knowledge and skills necessary for professional work, educating students with a sense of responsibility for the Polish state, for strengthening of democratic principles and respect for human rights, conducting postgraduate studies, courses and trainings in order to learn new skills necessary on the labor market within the system of lifelong learning, creating conditions for development of physical culture of students and creating conditions for disabled persons to participate fully in the educational process are the basic tasks of Poznan University of Medical Sciences.

The advantage of the Poznan University of Medical Sciences is the high level of education, placing our University among the leaders in the country and making our University recognizable in the world. A 100-year tradition, experienced academic teachers, a wide range of pre- and post-graduate studies, raising funds for curricula reform and adapting them to current market needs taking into account the development of digitization programs make the University a popular choice for high school graduates for many years. The University provides education at the Faculty of Medical Sciences, Faculty of Medicine, Faculty of Pharmacy and Faculty of Health Sciences. There are undergraduate, graduate, single master's, postgraduate, and Doctoral School courses available to candidates. Educational offerings include 20 majors. The Poznan University of Medical Sciences is a university with a long tradition, which sets high requirements and at the same time prepares students at the highest level for their profession.

The Center for Teaching in English coordinates the teaching of future physicians, dentists and pharmacists in English. A sign of the times is the process of didactic reform, already started, but requiring consistent continuation of the good direction of dynamic adaptation of didactics to market needs. The efforts to make studying at PUMS more attractive should be continuous. Building the argumentation for the choice of PUMS as a place to educate medical staff, especially in terms of attracting English-speaking students, is one of the key priorities for the University. Curricula should address the need for internationalization of PUMS. In the area of didactics, seeing the strengths of the Poznan University of Medical Sciences, one cannot forget about the real threats, such as: the loss of doctors in basic sciences, the outflow of staff to non-academic medicine, high competitiveness on the educational market, especially for medical faculties.

Strategic goal - Educating medical personnel for the country, Europe and the world

Operational objectives:

- a. Improving the quality of pre-graduate and post-graduate education in Polish and English;
- b. Economic evaluation of the majors taught;
- c. Adaptation of the offer and forms of education in English of doctors, dentists and pharmacists to the changing legal and formal conditions and expectations of candidates in different countries;
- d. Increasing the rate of the brightest candidates admitted to college and doctoral school;
- e. Revision and adjustment of curricula taking into account increased student freedom in the implementation of the curriculum and greater use of medical simulation techniques and distance learning methods;
- f. Optimization of employment in didactic and scientific-didactic positions, with realistic salary levels for particular types of positions;
- g. Increasing the number of postgraduate students and commercial courses and training;
- h. Internationalisation of education at the PUMS, i.e. internationalisation of the teaching process in Polish, improvement of the quality of education in English at the faculties of medicine, dentistry and pharmacy;
- i. A student-friendly university. Simple communication, interaction, supporting students' development in academic, social, cultural and sports spheres, meeting the needs of people with disabilities, nurturing good Student-Teacher relationships.

Tasks:

- Strengthening the role of the dean's authorities and Program Councils in shaping the substantive curricula of majors;
- Strengthening the role of the rectoral authorities with the help of analytical departments in the quantitative shaping of programs of study and student enrollment;
- Increasing the integration of clinical and primary teaching;
- Use of distance learning methods to a greater extent, with increasing their share to 80% of the number of ECTS credits allowed by the standards for distance learning methods by 2025;
- Implementing by 2025, in fields of study which are not covered by educational standards, classes using distance learning techniques, with the number of ECTS credits for the entire educational cycle being no less than 5% for undergraduate and graduate studies and 10% for single master's studies.
- Systematic expansion of the database of e-learning resources within the PUMS course repository;
- Increasing the number of medical simulation classes to 18,000 hours per year by 2024;
- Implementation of a "virtual patient" into the learning process;
- Increasing student engagement in the learning process (directed independent student work);
- Optimizing the principles of student learning in the area of practical skills outside of clinical units;
- Increasing the number of interdisciplinary classes in educational programs;
- Implementing modern methods of evaluating the quality and effectiveness of the educational process;
- Charting a career path for didactic staff;
- Modification of 6-MD programs in 2021-2022;
- Taking steps toward organizing a School of Medicine - PUMS affiliate in the United States in 2022-2024;
- Development of postgraduate programs, including increasing majors by 20% by 2024 and implementation of postgraduate programs delivered in English through distance learning techniques and methods by 2025;
- Organization of postgraduate courses using distance learning techniques and methods, including English.

- Increasing the number of postgraduate courses offered through collaboration with the Medical Center for Postgraduate Education by 20% by 2025;
- Training for didactic staff aimed at improving the quality of education with the use of modern distance learning techniques;
- Supplementing the clinical didactic database with systems that enable distance learning;
- Improving evaluation policies for full-time didactic positions with the inclusion of didactic accomplishments in the overall evaluation of a research and teaching staff member;
- Continuation and development of a university course for high school students;
- Introduction of mechanisms to enable the best PUMS graduates to be employed at the University;
- Development of systems to monitor the career development of PUMS graduates;
- Increasing the student internationalization rate - to a minimum of 16% in 2030 and increasing the number of foreign accreditations for medical faculty to = 10;
- Continuing to implement the University's Student Service Center concept, streamlining communication pathways based on WISUS with implementation of a mobile app by the end of 2023;
- Creating loyalty-based scholarship systems for top students to contribute to the college and clinical hospital workforce.

TREATMENT



The Poznan University of Medical Sciences participates in providing health care in the scope and forms specified in the provisions of the Act on Medical Activity.

PUMS is the founding body for 5 treatment providers operating as independent public health care centers; moreover, it is the sole owner of the University Centre for Dentistry and Specialised Medicine Sp. z o.o. The mission of treatment providers is to provide health care services in conjunction with didactic and research tasks.

In this decade, the integration of the *Transfiguration of our Lord Clinical Hospital* of PUMS with the *Heliodor Świącicki Clinical Hospital* of PUMS is planned to be finalized, with the key implementation of the project "Central Integrated Clinical Hospital - Centre for Interventional Medicine". PUMS also provides investment support for expansion and modernization of monoprofile hospitals (orthopedic, gynecology-obstetrics, and pediatrics). The University's development strategy also plans to strengthen outpatient activities, including Specialized Medicine, and institutional support for clinical areas allowing them to achieve the referentiality of regional, national or European centers. The activities of the University Clinical Research Support Center (UCRSC) are expected to lead to an increase in the number of clinical trials conducted by clinical units.

Strategic objective - ensuring high quality comprehensive medical care for the residents of the macro-region and the country

Operational objectives:

- a. Integration of the *Transfiguration of our Lord Clinical Hospital* of PUMS with the *Heliodor Świącicki Clinical Hospital* of PUMS;
- b. Increasing the availability and quality of orthopedic and rehabilitation treatment on a cross-regional basis;
- c. Increasing access to comprehensive university-based metabolic and diabetes care;
- d. Increasing access to comprehensive university oncology care;

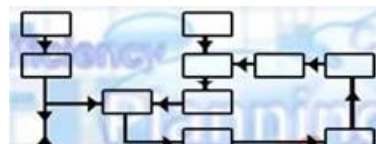
- e. Strengthening clinical areas in which PUMS hospitals are leaders in Poland providing services on a supra-regional scale;
- f. Providing most PUMS clinics with locations in clinical hospitals;
- g. Development of clinical trials under the supervision of PUMS (University Clinical Research Support Center with implementation of project objectives);
- h. Development of outpatient specialty care based on both publicly funded and fully paid services;
- i. Integration in clinical inpatient and outpatient care of IT systems, administrations and technical departments;
- j. Development of a medical workforce that provides quality medical care.

Tasks:

- Actions towards legal, personnel, logistic and organizational integration of the *Transfiguration of our Lord Clinical Hospital* of PUMS with the *Heliodor Świącicki Clinical Hospital* of PUMS in 2021-2023;
- Implementation of the construction of the Central Integrated Clinical Hospital (CZSK) stage 1 (years 2021-2025);
- Raising funds for Phase 2 of the CZSK investment in 2022-2025 and implementation of the investment in 2024-2028;
- Extension of the Wiktor Dega Orthopaedic and Rehabilitation Clinical Hospital of the Poznan University of Medical Sciences, 2022-2025;
- Expansion of the Karol Jonscher Clinical Hospital of the Poznan University of Medical Sciences in the field of pediatric hematology and oncology in 2021-2023;
- Expansion of the hemato-oncology complex located in the facility on Szamarzewskiego Street in 2023-25;
- Establishment of a University Center for Diabetes and Metabolic Diseases at CZSK in 2024;
- Taking action to ensure that PUMS takes over hospitals and specialist units in Poznan as part of the planned ownership reform of hospitals in Poland;
- Provision by UCRSC of a comprehensive service for non-commercial clinical trials in the Northwest and supporting the acquisition of commercial clinical trials;

- Investment support for clinical areas that provide cross-regional medical services;
- Expansion of the outpatient specialty care business model;
- Supporting training trips to reputable foreign centers;
- Establishing clear rules for the interaction of clinical FTEs with university FTEs;
- Making clinic working conditions more attractive;
- Creating an environment conducive to retaining the brightest students in clinical units.

MANAGEMENT



Scientific development, didactic and treatment activities, and the activities of other areas of the university cannot be realized without efficient administrative and management support. The University is a fairly large organization with approximately 2,500 employees with a dispersed location in the city. A significant part of the staff works in units of the university and at the same time they are the staff of clinical hospitals, which are separate entities but related to the university. The organizational structure of the university is complex with over 160 research and didactic units and over 30 administrative units. The University's management board consists of the rector and vice-rectors closely associated with the research and didactic units, as well as directors who oversee the administration.

Strategic objective - systemic management of the University

Operational objectives:

- a. Balanced oversight of all areas of the University's operations;
- b. Raising external funds for the development of the University and increasing fundraising revenue;
- c. Increasing the effectiveness of communication within the University, especially between research and didactic and administrative units;
- d. Human capital planning and human capital development;
- e. Providing individualized developmental support for key individuals in the management of the University;
- f. Rationalization and development of the IT infrastructure and increasing the range of IT services;
- g. Increasing the level of self-service for applicants, students, doctoral students and employees using online services;
- h. Improving the financial management system;
- i. Improving the management of real estate assets, including cost optimization and the sale of real estate not used by PUMS, which does not constitute a development base;

- j. Development of PUMS campus centered on the border of Jeżyce and Grunwald districts.
- k. Maintaining a student housing base.

Tasks:

- Computerization of scientific research infrastructure management.
- Upgrading and development of an Enterprise Resource Planning (ERP) system by the end of 2023;
- Business Intelligence (BI) class system development by the end of 2022;
- Development of the Course of Study Support System and enrollment systems with a focus on increasing electronic services;
- Building an administrative data warehouse of financial and management data of the university, entities for which the university is the founding authority, and subsidiaries by the end of 2024;
- Development of EDO (Electronic Document Circulation) class budgeting system, e-procurement especially through digitalization of processes and their automation by the end of 2023;
- Establishment of property and asset management IT systems by the end of 2023;
- Establishment of an evaluation system for administrative and support staff by the end of 2021;
- Systematic sale of unused PUMS real estate by the end of 2025.

SYNERGY WITH THE BUSINESS ENVIRONMENT



Expertise, service activities and commercialization of research results are among the key activities of the university. This area of activity in medical schools is giving way to science, education, and treatment activities, but should provide important support to these pillars. Revenues from the University's research commercialization, expertise activities, and non-education service activities ranged from 2.8% to 4% of total revenues from 2016 to 2019. This percentage is far too low and the University should develop this area of activity in the coming years. In high-profile universities, the percentage is as high as 20-25%. Researchers working at PUMS have significant potential to carry out expert tasks, and their infrastructure and unique equipment are a competitive advantage. In connection with the desire to use the unique potential of academic staff and equipment resources and at the same time the possibility of diversifying the University's revenues, there is a need to expand the expert activity and cooperation with industry.

Strategic objective - development of expert activity and cooperation with industry

Operational objectives:

- a. Identifying key areas with the potential to grow service business regionally and nationally by the end of 2022;
- b. Creating rules for financing service activities with particular emphasis on the remuneration of personnel carrying out related tasks;
- c. Creation of a marketing strategy to sell expert and medical services by the end of 2021;
- d. Increasing the number of development and research consortia formed with commercial entities;
- e. Active seeking of financial partners (development funds - venture capital) to support discovery and development activities.

Tasks:

- Creating a department to support the commercialization and expertise activities of PUMS researchers and a unit to support the sale of services in 2021-2022;
- Conducting commercial activities within PUMS companies;
- In the area of retail services, expanding the number of biological material collection points e.g. based on the existing base of clinical hospitals, facilitating the registration and collection of results by the end of 2022;
- Making individual benefits for researchers more attractive in the commercialization of products by PUMS by updating the Regulations of intellectual property management and the rules of commercialization of research and development results at PUMS;
- Creating special purpose vehicles to develop and commercialize discoveries.

SOCIALLY RESPONSIBLE UNIVERSITY



Cooperation with the immediate environment, responsibility for shaping social attitudes and propagating the truths of science in the local community are permanently inscribed in the role of universities in the 21st century. The University pursues its third mission through activities such as close cooperation with the region's secondary schools, the Little Medic - Children's University project, and the Medical University of the Third Age. Strengthening the position of the University, not only on the national, but also on the international arena, requires increased activities to popularize science. Currently, the University is not very active in building relationships with alumni, thus neglecting the promotional capital based on their experience and professional standing. The University should become more involved in the implementation of prevention projects and actions in socially important areas, proving its responsibility for the local environment.

Strategic objective - social responsibility

Operational objectives:

- a. Further development of activities popularizing science among children, youth and the elderly;
- b. Building connections with the brightest high school students interested in science and biology;
- c. Strengthening relationships with the University alumni;
- d. Supporting community campaigns that promote health and healthy lifestyles;
- e. Increasing cooperation with the administration and local and regional governments;
- f. Creating a positive image of the Medical University in the media and building brand awareness in the external environment.

Tasks:

- Working closely with high schools through the development of patron schools;
- Support of education of the most talented students in the area of science and biological sciences through a system of scholarships and training;
- Further implementation of the Little Medic - Children's University project;
- Development of the Medical University of the Third Age by increasing the number of courses offered and by providing training;
- Support to alumni associations and alumni integration with a special focus on English majors;
- Providing access to the University's infrastructure to host regionally and nationally important events;
- Establishing an expert center of professionals and popularizers of science and active public relations activities, including media relations;
- Continuing to develop PUMS's social media profiles, especially on platforms such as Twitter, Youtube, Facebook, Pinterest.
- Organizing open lectures and debates on broad health issues.

SUMMARY

The development strategy of the Poznan University of Medical Sciences for the next decade is consistent with the national Strategy for Responsible Development and the strategies for higher education and science of the European Union. The proposed values, mission, vision of development and strategic objectives and tools for their implementation are the result of the interaction of the university community. The development strategy defines actions and gives direction to the path to reconcile the good tradition of the university with the challenges of the modern world.