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# Strategic Programme for the Internationalisation of Research at UMCS 2020-2024

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Work plan, structure,  
implementation

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Lublin, June 2020

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# INTRODUCTION

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This document is an extension of the UMCS Strategy for 2019-2025, implemented based on Resolution no. XXIV – 25.6/19 of the UMCS Senate of 27 March 2019.

In a globalised world, the dominant trend in the development of higher education is its internationalisation, that is the establishment of a global research and educational space in which scientific achievements and the quality of education have become symbols of civilisational attractiveness and modernity. The internationalisation of Maria Curie-Skłodowska University is therefore a necessity, a challenge, but also an opportunity to improve the quality of research, to contribute to European and global science and to be successful on the international education market.

The mission of Maria Curie-Skłodowska University in Lublin is to provide high quality education, providing graduates with knowledge and skills necessary for starting a professional or scientific career, conducting research that makes a significant contribution to the development of science and economy, and supporting the development of Lublin and Lubelskie Voivodship through its didactic, research and cultural activities, as well as promoting the region in Poland and abroad. The effective implementation of this mission is possible through opening up to the world, cooperation with scientists and research centres from abroad, and improving the quality of teaching by employing foreigners. The internationalisation of the university involves not only student mobility and teaching, but also the areas of scientific activity and knowledge transfer.

With this in mind, Maria Curie-Skłodowska University has prepared a Programme for the Internationalisation of Research at UMCS for the years 2020-2024, the implementation of which will support the achievement of the strategic objective of increasing the internationalisation of scientific activities undertaken at Marie Curie-Skłodowska University. The Programme was developed by the Strategic Team established as part of the implementation of the UMCS Inter-Pro task, which is part of the project entitled “Integrated UMCS”, financed from the Operational Programme Knowledge Education Development, Priority Axis III Higher Education for Economy and Development, Measure 3.5 Comprehensive programmes of higher education institutions.

The Strategic Team operated from 1 October 2018 until 29 February 2020 under the leadership of the Vice-Rector for Science and International Cooperation, Prof. Dr hab. Radosław Dobrowolski, meeting regularly once a month, in the following composition:

- 1) D.F.A. Anna Beata Barańska, Vice-Dean for Science and Arts (until 30 September 2019), since 1 October 2019 – Deputy Director of the Institute of Fine Arts, Faculty of Arts;
- 2) Dr hab. Joanna Czarnecka, associate professor, Vice-Dean for Research and International Cooperation (until 30 September 2019), since 1 October 2019 – Dean of the Faculty of Biology and Biotechnology;
- 3) Prof. Dr hab. Anna Deryło-Marczewska, Dean of the Faculty of Chemistry;
- 4) Dr hab. Radosław Mącik, associate professor, Vice-Dean for Research and International Cooperation (until 30 September 2019), since 1 October 2019 – Dean of the Faculty of Economics;
- 5) Dr hab. Agnieszka Kolasa-Nowak, associate professor, Faculty of Philosophy and Sociology;
- 6) Dr hab. Irmina Wawrzyczek, associate professor, Vice-Dean for Foreign Cooperation (until 30 September 2019), Faculty of Humanities;

- 7) Dr hab. Michał Warda, associate professor, Faculty of Mathematics, Physics and Computer Science;
- 8) Dr hab. Irena A. Pidek, associate professor, Dean for Research and International Cooperation (until 30 September 2019), since 1 October 2019 – Deputy Director of the Institute of Earth and Environmental Sciences, Faculty of Earth Sciences and Spatial Management;
- 9) Dr hab. Anna Dudak, associate professor, Vice-Dean for Research and International Cooperation (until 30 September 2019), Faculty of Education and Psychology;
- 10) Prof. Dr hab. Marek Pietraś, Vice-Dean for Research and International Cooperation (until 30 September 2019), since 1 October 2019 – Director of the Institute of Political Science and Administration, Faculty of Political Science and Journalism;
- 11) Dr hab. Małgorzata Stefaniuk, associate professor, Vice-Dean for Full-time Administrative Studies of the first and second cycle (until 30 September 2019), Faculty of Law and Administration;
- 12) Dr Marcin Gołębiowski, Director of the Promotion Center (PC);
- 13) Anna Grzegorzczuk, MA, Director of the Center for Knowledge and Technology Transfer (CKTT);
- 14) Grzegorz Narolski, MA, Director of the Legal and Organisational Center (LOC);
- 15) Dr Olga Pliszczyńska-Mokijewska, Director of the International Cooperation Center (ICC), coordinator of the Inter-Pro UMCS task;
- 16) Karina Kasperek, MA, Director of the Research Center (joined the Team from 1 February 2019).

The Strategic Team was complemented and supported by the Operational Team, which was involved in the task based on current needs:

- 1) Dr Barbara Niścior, Faculty of Arts;
- 2) Dr hab. Grzegorz Janusz, Faculty of Biology and Biotechnology;
- 3) Dr hab. Aleksandra Szczeń, associate professor, Faculty of Chemistry;
- 4) Dr Paweł Pasierbiak, Faculty of Economics;
- 5) Dr Marcin Wolski, Faculty of Philosophy and Sociology;
- 6) Dr Rafał Augustyn, Faculty of Humanities;
- 7) Dr Andrzej Jakubowski, Faculty of Earth Sciences and Spatial Management;
- 8) Dr hab. Barbara Bilewicz-Kuźnia, Faculty of Education and Psychology;
- 9) Dr Katarzyna Radzik-Maruszak, Faculty of Political Science and Journalism;
- 10) Dr Hanna Spasowska-Czarny, Faculty of Law and Administration;
- 11) Dr Ewelina Panas, UMCS Rector's Proxy for Students' Affairs, UMCS Coordinator for the Internationalisation of Education.

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# WORK PLAN

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The Strategic Programme for the Internationalisation of Research at UMCS was established in stages:

1. The preparatory stage covered the first four months of the Strategic Team's operation (October 2018 – January 2019) and consisted primarily in determining the current state of the international potential of UMCS dispersed across its Faculties and various organisational units. The Strategic Team verified international agreements concluded by UMCS in terms of their implementation, the state of participation in scientific networks, the internal formal and legal status in the field of internationalisation was systematised, existing restrictions in the service of faculty members, doctoral students and foreign students were identified and corrective measures were implemented. In addition, a database of informal activities in the field of international cooperation in individual research disciplines was created, which was published on the UMCS website (in Polish and English).
2. The diagnostic stage (January 2019 – March 2019) consisted in the analysis of the UMCS Development Strategy for the years 2019-2025 in terms of provisions concerning internationalisation and diagnosis of strengths, weaknesses, opportunities and threats (SWOT analysis – Annexe no. 1 to the Programme), which determine the implementation of the strategic objective, i.e. increased internationalisation of research.
3. The stage of developing the strategic assumptions (April 2019 – October 2019) consisted in developing operational objectives corresponding to the UMCS Strategy for 2019-2025, as well as implementation activities and indicators measuring the level of achievement of the strategic assumptions. Task priorities were set out from among a number of formulated actions. In addition, supporting documents were developed:
  - Principles of information management, internal and external communication on the internationalisation of research at UMCS;
  - Principles of document circulation in the area of international projects;
  - Guidelines for informational materials;
  - Guidelines for materials and content provided via the new web portal on the fundraising opportunities in the area of international research projects.
4. The consultation stage (October 2019 – January 2020) included the consultation of the strategic assumptions of this Programme. The Programme was consulted with the newly appointed directors of institutes both at individual meetings and at the general meeting on 13 December 2019. The directors of institutes had the opportunity to consult the assumptions with their employees, propose their amendments as well as express their opinions and suggestions. Following that, at the January meeting, the Strategic Team responded to the submitted comments and decided on the final shape of the strategic assumptions of the Programme.
5. The stage of formalisation by the UMCS authorities – approval of the Programme by the UMCS Senate.
6. The dissemination stage – activities aimed at the widest possible dissemination of the Programme for the Internationalisation of Research among the academic community, inter alia, by translating the document into English and publishing it on the UMCS website in both language versions.

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# STRUCTURE

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The strategic objective of the Programme is to increase the internationalisation of research at UMCS. This objective refers directly to the UMCS Development Strategy for the years 2019-2025. At the tactical level, three more specific operational objectives have been formulated:

- 1. Operational objective no. 1: increased activity in the area of international research grants;**
- 2. Operational objective no. 2: greater internationalisation of HR potential;**
- 3. Operational objective no. 3: increased dissemination of research and artistic works abroad and strengthening the image of UMCS on the international arena.**

The achievement of the operational objectives listed above requires a variety of actions to be taken at the level of the whole university, i.e. by the authorities of the university and individual research institutes, academic staff and UMCS central units. The actions were formulated and discussed jointly by the members of the Strategic Team and were often also consulted at individual faculties/institutes. Some of these include good practices that have been implemented for years most often at one faculty, but which – owing to the Team’s effort – have been disseminated and have a chance to be implemented on a university-wide scale. An example is the English-language website of the Faculty of Political Science and Journalism, which inspired the Team members representing other faculties to more widely promote academic activity in English.

The full catalogue of recommended actions is presented below, along with the indication of units responsible for the implementation of each of them [in square brackets].

**1. Actions relating to Operational objective no. 1:**

- a) examining the effectiveness of incentives offered to scientists for obtaining grants, e.g. *Ordinance no. 32/2017 of the Rector of Maria Curie-Skłodowska University in Lublin of 20 June 2017 on a temporary increase in basic salary for obtaining external funds for scientific research* [UMCS Authorities];
- b) launching a website with information on the financing opportunities for international projects [ICC];
- c) developing a system of individual internal consultations with the staff of the International Cooperation Center [ICC];
- d) specialised outsourcing for writing project applications in a specific scientific discipline – exploiting the potential of external companies [institutes];
- e) meetings with research grant winners and mentoring, e.g. provided by foreign staff in writing project applications, including trainings and workshops [ICC, institutes];
- f) organising meetings with foreign experts, e.g. within the framework of acquired projects or conference visits, but also inviting experienced UMCS staff who act as experts evaluating grant applications to share their knowledge with other university employees [ICC, institutes];
- g) increasing the participation of UMCS employees in events such as info days or brokerage meetings dedicated to ERC and H2020 grant competitions organised in Poland and abroad [ICC, institutes].

**2. Actions relating to Operational objective no. 2:**

- a) modification of the incentive system to support internationalisation (e.g. increase in the scoring for obtaining funding for international projects, international publications, scoring of invited speaker/key-note presenter/session chairmanship at international conferences), including

- financial and non-financial instruments, e.g. a reduction in teaching workload [UMCS Authorities];
- b) wider implementation of *cotutelle* doctorates [institutes];
  - c) development of support programmes for doctoral students from abroad, staff exchanges in cooperation with the city/voivodeship [Doctoral Schools];
  - d) organisation of summer schools for doctoral students [institutes, Doctoral Schools];
  - e) planning of (if possible competition-based) employment of foreign doctoral students and researchers in research projects, addressing the offer of employment to the widest possible international research/artistic community [institutes];
  - f) development of the *Research in Lublin* initiative [institutes];
  - g) creation of a *Welcome Center* for foreign employees [ICC];
  - h) creation and implementation of the *Visiting Professors* Programme at UMCS (min. 60 teaching hours, civil law contracts) [UMCS Authorities, ICC, institutes];
  - i) using sources of funding for scientific internships and fellowships for UMCS employees in foreign institutions outside research projects (e.g. sponsorship of companies, banks, NGOs, embassies, Ministry of Foreign Affairs etc.) [institutes];
  - j) developing the linguistic competence of UMCS employees and doctoral students, including in the area of specialist language used in a given discipline [institutes];
  - k) specific meetings with foreign guests, e.g. joint scholarship programmes [ICC, institutes].
- 3. Actions relating to Operational objective no. 3:**
- a) using external support opportunities for the organisation of large-scale conferences, e.g. Lublin & Region Convention Bureau [institutes];
  - b) planning of cyclical international conferences, not just one-off events [institutes];
  - c) defining and disseminating, among others on the Internet, the research/artistic potential of individual institutes [institutes, PC];
  - d) using social media to disseminate research results, including publications [institutes, PC, ICC, CKTT];
  - e) extending access of UMCS employees to licensed electronic resources [institutes];
  - f) systemic support for the preparation of publications in foreign languages (including editing, graphic design) [institutes];
  - g) increasing the professionalisation of activities aimed at promoting the internationalisation of research both in the central units and in individual research institutes at UMCS, including trainings for administrative staff involved in internationalisation (also language support) [institutes, PC, ICC, CKTT];
  - h) supervision of the directors of institutes over the selection of conferences attended by the academic staff of UMCS, taking into consideration the prestige and scope of such conferences, active participation and its effects (post-conference publications) [institutes];
  - i) use of alternative sources of funding for participation in international conferences, e.g. external grants [institutes];
  - j) increasing the funding for networking and increased activity in networks, scientific societies and international associations of which UMCS is already a member and joining new ones [institutes, ICC];
  - k) greater activity of UMCS and individual institutes in submitting candidates to international bodies and awards for scientific and artistic achievements, inter alia, through the provision of information by ICC to the directors of institutes on the possibilities of participation in international bodies as well as on competitions and procedures related to different awards [institutes, ICC];
  - l) increasing international artistic activity of UMCS employees [art institutes];

- m) increasing the number of monographs published in cooperation with foreign partners and in prestigious foreign publishing houses [institutes];
- n) increasing promotional activities related to research services, cooperation in the area of research and development, commercialisation abroad, e.g. wider participation in fairs, CKTT business missions presenting the UMCS offer [institutes, CKTT, PC, ICC].

The implementation of the above actions will contribute to the improvement of the quality of research and, by extension, education offered at UMCS, as well as to the enhancement of administrative and management structures at UMCS. The activities related to Operational objective no. 2 will allow to increase the international activity of the scientists employed at UMCS and enable better integration of foreigners into the UMCS structures by creating favourable conditions for students, doctoral students and foreign staff. In turn, the implementation of actions associated with Operational objective no. 3 is of particular importance for strengthening the image of UMCS on the international arena as a university with a high level of scientific research and with a significant equipment base at the highest global level.

## IMPLEMENTATION SCHEDULE

The Programme for the Internationalisation of Research is a tool designed by and for the entire academic community of UMCS. Its aim is primarily to inspire and indicate ways and means of increasing the level of internationalisation of research, but also to regularly measure changes in this area. In order to survey the annual progress of the Programme, a set of **measures** corresponding to each of the operational objectives have been proposed along with a small catalogue of key actions, universal for each institute. The selected actions and their corresponding measures are presented below:

OPERATIONAL OBJECTIVES	KEY ACTIONS IN SUPPORT OF THE OBJECTIVES	MEASURES
1.	<p><b>1.a</b> Launching and continuous updating of a website providing information on the possibilities of financing international projects</p> <p><b>1.b</b> A system of internal individual consultations with the employees of the International Cooperation Center</p> <p><b>1.c</b> Meetings with research grant winners and mentoring provided by e.g. foreign staff</p>	<p><b>1.1</b> number of international research projects (coordination, individual grant, participation as a partner) / <b>1.1.A</b> number of artistic awards (only for artistic disciplines)</p> <p><b>1.2</b> success rate (number and value of project applications submitted in relation to the grant amount received)</p>
2.	<p><b>2.a</b> Employment of foreigners, including doctoral students in research projects; addressing the employment offer to the widest possible international research/artistic community</p> <p><b>2.b</b> Development of the <i>Research in Lublin</i> initiative</p> <p><b>2.c</b> Creation of the <i>Visiting Professors</i> Programme at UMCS</p>	<p><b>2.1</b> number of foreign doctoral students</p> <p><b>2.2</b> number of foreign research and teaching staff</p> <p><b>2.3</b> number of at least one-month foreign trips of UMCS employees and doctoral students</p>

<b>3.</b>	<b>3.a</b> Defining and disseminating the research/artistic potential of individual institutes	<b>3.1</b> number of publications written in a 'congress language' in international journals from the ministerial list in relation to the N number / <b>3.1.A</b> international artistic output – number of works, concerts etc. <b>3.2</b> number of monographs written in a 'congress language' in international circulation in relation to the N number <b>3.3</b> number of chapters in monographs written in a 'congress language' in international circulation in relation to the N number <b>3.4</b> number of participations in international bodies (e.g. COST actions, scientific societies, editorial boards, chief editors of international journals) <b>3.5</b> number/value of international commercial contracts <b>3.6</b> number of foreign views on the UMCS website
	<b>3.b</b> Systematic support for the preparation of publications in foreign languages (including editing, graphic design)	
	<b>3.c</b> Increasing funding for networking and increasing activity in networks, scientific societies, international associations of which UMCS is already a member and joining new ones	
	<b>3.d</b> Increasing promotional activities concerning research services, cooperation in the area of research and development, commercialisation abroad, e.g. wider participation in fairs, CKTT business missions presenting the UMCS offer	

The above table is not a closed catalogue but rather a proposal for priority actions that are particularly recommended for implementation from among a number of the ideas described above.

The measures serve primarily to analyse changes within each research institute, taking into account the diversity of scientific disciplines.

For each measure, a Measure Card has been developed, which defines its scope and indicates the reporting method. Annexe no. 1 contains all the agreed Measure Cards.

All the data collected will be verified at the level of individual UMCS research institutes. Initial measure values for 2019 were established in 2020 on the basis of data collected from individual faculties/institutes and will serve as a point of departure for the evaluation of the Programme (ex-ante values). Subsequent values will be measured every year (on-going in 2021-2024 and ex-post in 2025 for 2025).

The implementation of the Strategic Programme for Internationalisation of Research at UMCS for the years 2020-2024 is the responsibility of the **Vice-Rector for Science and International Cooperation of UMCS**, assisted by the International Cooperation Center, UMCS research institutes and other units.

The measures included in the Programme are checked for each calendar year, by the end of February of the following calendar year by the **International Cooperation Center of UMCS**, mainly on the basis of data collected from internal systems and reports at UMCS and national systems (POL-On). The directors of **UMCS research institutes** are responsible for providing data essential for measures 2.3 (in the part concerning employees), 3.1 and 3.1 A, 3.2, 3.3 and 3.4 to the ICC. The Center for Knowledge and Technology Transfer is responsible for providing data for measure 3.5, while the Promotion Center is responsible for providing data for measure 3.6.

The annual data reports will be discussed and analysed by the **Senate Committee on International Cooperation**, which will act as an advisory body with the right to submit recommendations and amendments to the Programme.



The Programme is a flexible and “living” document, which means that it will be adapted as needed and based on the submitted recommendations.

After the end of the first period of the Programme implementation, an evaluation report will be drawn up, including, inter alia, feedback and recommendations. The Programme for the Internationalisation of Research is going to be continued for the following years in a form adapted to the needs of the academic community and the changing context, including the needs of the University’s external environment.