

**Dear Ladies and Gentlemen,  
Academic Community of Poznan University of Physical Education,**

Below, I present to you our University's Strategy for 2025–2030, implemented by Resolution No. 131/2025 of the Senate of 16 December 2025.

This is a key document for us, identifying priority areas and defining directions for action. Based on our mission, values believed in, vision for the future, and analysis of the strengths and weaknesses, as well as the opportunities and threats, four strategic goals have been identified that require special attention:

1. Strengthening scientific and innovation potential;
2. Improving the quality and conditions of education;
3. Internationalization and image enhancement;
4. Stability and security.

Each strategic goal has been assigned operational objectives; management, support, and implementation personnel; execution time, risk level, and performance indicators.

Most importantly, implementing the strategy is a joint mission of the entire academic community, and the distribution and scope of responsibilities depend on competencies acquired, positions held, and functions performed. It is a process based on the principles of co-responsibility, communication and cooperation. On behalf of the team compiling the Strategy – as the person responsible for coordinating, monitoring, and analysing its implementation – I encourage you to take note of the body matter.

The Strategy is intended to be a “living” document. Firstly, it is periodically updated with entries regarding actions taken and their effects with reference to the individual operational goals to enable everyone involved to track progress. Secondly, it is periodically subject to necessary changes and corrections. Any ideas regarding actions within the operational goals and comments about execution can be submitted to the following address: [prorektor.ds.wir@awf.poznan.pl](mailto:prorektor.ds.wir@awf.poznan.pl).

Sincerely,

Prof. Krzysztof Kusy, PhD, DSc

Vice-Rector for Cooperation and Development

# **STRATEGY**

## **of Poznan University**

## **of Physical Education**

### **for 2025–2030**

Compiled by

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Working Team

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**Poznan 2025**

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## Summary

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The strategy of Poznan University of Physical Education, along with its branch in Gorzów Wielkopolski (Poznan UPE), for 2025–2030, is a comprehensive development plan based on an analysis of internal resources and external conditions. The document aims to define directions of action to strengthen the position of Poznan UPE as a strong research and teaching centre in the field of physical education.

### Strategic Diagnosis

A team of experts of Poznan UPE conducted a SWOT analysis, identifying significant factors in four areas:

- *Strengths* – high research and teaching potential, experienced staff, modern infrastructure, and a recognizable university brand.
- *Weaknesses* – moderate level of internationalization, limited number of research grants and implementations, and low activity in knowledge transfer.
- *Opportunities* – availability of external funding, growing importance of physical education and health sciences, technological progress, and digitization.
- *Threats* – ministerial funding stagnation, demographic changes, competition from private universities, and technological risks.

### Strategy Profile

Factor analysis points to the need for a conservative-adaptive strategy, primarily based on taking advantage of the strengths to minimize the impact of external threats. Poznan UPE focuses on developing the quality of science and teaching, strengthening international cooperation, and ensuring organizational and financial stability. The strategy is of the sustainable kind, combining as it does modernization, internationalization, and responsible resource management.

### Strategic Objectives

Four key strategic areas requiring special attention and action have been identified:

1. Scientific and innovative potential;
2. Quality and conditions of education;
3. Internationalization and image;
4. Stability and security.

Each strategic goal has been assigned operational objectives; management, support, and implementation personnel; execution time, risk level, and performance indicators.

### Summary

The Strategy of Poznan UPE for 2025–2030 envisions the university's harmonious development based on quality of operation, collaboration, and accountability. The key mission is to strengthen Poznan UPE's position in the academic and social communities, while simultaneously adapting to the changing scientific, technological, and demographic challenges.

## **I. Introduction**

This document presents the planned development directions of Poznan University of Physical Education, along with its branch in Gorzów Wielkopolski (Poznan UPE), for the years 2025–2030. The strategy has been developed based on a SWOT analysis matrix worked out by a team of Poznan UPE experts. It includes the mission, vision, diagnosis, strategic profile, as well as strategic and operational goals.

According to the statute of Poznan UPE, the Rector, along with the team appointed by him, works out a draft strategy, which is then reviewed by the University Council, and finally adopted by the Senate. The Vice-Rector for Cooperation and Development coordinates work related to the strategy implementation, monitoring and analysing activities in this area.

## II. Mission and Values

Poznan UPE stems from the tradition of the Department of School Hygiene and Physical Education, established in 1919, which was then part of the Faculty of Philosophy at the Piast University, later known as the University of Poznan, as well as from the tradition and achievements of the Physical Education Centre of this university.

The mission of Poznan UPE is to co-create and develop research-based knowledge in the field of broadly defined physical education, and to disseminate it by educating students, PhD candidates and specialists from outside Poznan UPE, in accordance with the highest standards.

Poznan UPE community operates in accordance with the principles of sustainable development, in the spirit of respect for human rights, democracy, patriotism, inclusiveness, equal opportunities, non-discrimination and mutual kindness. We are daily guided by the following three rules:

**Openness** – to critical thinking, knowledge, innovation and cooperation;

**Courage** – in thinking, breaking patterns, making decisions and taking action;

**Responsibility** – for our words, actions, the university and society.

### III. Vision

We want Poznan UPE to be a modern university, with a strong position both nationally and internationally, distinguished by innovative research, high-quality physical education, openness in its activities and stability.

The vision of the future defines Poznan UPE's aspirations. It should be a modern university distinguished by:

- strong scientific and innovative potential owing to the activity of its researchers; effectiveness in securing external funding and collaborating with research centres in Poland and abroad, as well as business, supported by highly-qualified administrative staff and digital technologies;
- high quality and friendly educational conditions for students, PhD students, and other groups, provided by highly-competent staff; an attractive educational offer in various aspects of physical education, reflecting societal and labour market needs, in collaboration with partners; support for students, employees, and graduates in their tasks;
- openness to international cooperation and recognition thanks to English-language fields of study and international exchange of students, PhD students, and researchers; a high-ranking scientific publishing house; co-organization of international events and activities beneficial to the social environment;
- financial and organizational stability; scientific, sports, teaching, and technological/digital infrastructure adapted to the implementation of the mission; a friendly and effective HR policy; and efficient processes and procedures.

Our motto for the coming years is reflected in the acronym **S.P.O.R.T.**:

**S**cientific potential

**P**erformance in teaching

**O**penness to the world

**R**eliability & stability

**T**ransformation through innovation

## IV. SWOT Analysis

Tables 1 and 2 show that Poznan UPE has strengths that can compensate for and outweigh its weaknesses, suggesting a favourable balance of internal factors. As for external factors beyond the University's control, there are real development opportunities that should be taken advantage of, but significant threats need to be taken into account as well. The factors identified indicate that Poznan UPE possesses strong internal resources, but operates in the external environment impacted by unfavourable factors.

**Table 1.** SWOT (*Strengths-Weaknesses-Opportunities-Threats*) analysis matrix with identified factors

### Strengths (S)

#### Internal Factors

- S1.** High scientific potential – publication activity, research infrastructure.
- S2.** Highly qualified research, teaching and administrative staff.
- S3.** Administrative stability – regulated financial management, optimized university structure and employment, orderly organizational processes.
- S4.** Recognition of Poznan UPE's brand in the region and country (including pro-social activities, sports, education, science)
- S5.** Branch centres in Chycina and Ustronie Morskie, expanding teaching and other opportunities.

#### Weaknesses (W)

- W1.** Relatively small number of grants/patents/implementations – ineffectiveness in obtaining funds (including cooperation with business).
- W2.** Unsatisfactory social impact indicators in the context of university evaluation.
- W3.** Limited level of internationalization – small number of foreign students/PhD students, no English-language field of study, no IF journal, limited university recognition, limited mobility.
- W4.** Shortage of sports fields/facilities on the Poznan campus.
- W5.** Vulnerability of ICT systems to cyberattacks.

#### External Factors

#### Opportunities (O)

- O1.** External financial offer of programs/grants – scientific, teaching, development, artistic, etc.
- O2.** The greatest demand for fields of study related to psychology, health, digital technologies, and management.
- O3.** Lifestyle phenomena and trends – both positive and negative.
- O4.** Dynamic development of digital technologies – AI, VR, AR, Big Data, cloud computing, edge computing, Internet of Things, 3D printing, robotics, energy-saving technologies.

**O5.** Growing importance of practical education in the form of short courses and training – replacing traditional higher education.

**Threats (T)**

**T1.** Reduction in the number of university applicants – demographic decline, drop-out, declining importance of higher education.

**T2.** Unstable legal regulations and evaluation principles of universities.

**T3.** Low level or stagnation of government expenditure (state subsidy) on science and higher education.

**T4.** Employment at university less attractive than in other sectors of the economy – potential draining of research, teaching, and support staff.

**T5.** Energy market instability

**Table 2.** Scoring of SWOT analysis areas along with interpretation

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<b>Area</b>	<b>Interpretation</b>
Strengths (S)	Strong scientific, teaching, and organizational potential, brand recognition in the country
Weaknesses (W)	Limited internationalization, relatively low number of grants
Opportunities (O)	Access to external funding sources, educational trends, development of digital technologies
Threats (T)	Stagnation of the basic subsidy, unfavourable demographic changes, decline in the number of candidates

## V. Strategy Profile

Table 3 presents the strategic position of Poznan UPE in the context of the balance of internal resources and external environment. The analysis indicates a conservative-adaptive strategy, i.e., using strengths to counteract threats. Poznan UPE has a solid internal potential (scientific, human and organizational), but operates in an uncertain external environment (declining number of applicants, unstable financing, volatile legal regulations). The goal of the strategic actions should be to maintain its position and secure development by taking advantage of the strengths to neutralize any threats, seizing opportunities, maintaining stability and adapting to change (Table 3).

**Table 3.** Strategy Profile with Actions Suggested

<b>Area</b>	<b>Interpretation</b>
Internal Strength <i>(relationship of strengths and weaknesses)</i>	High competitiveness and organizational potential
External Environment <i>(relationship of opportunities and threats)</i>	Uncertain environment, need for cautious expansion
Strategy Type	Conservative-adaptive, maintaining academic position, offer diversification, financial security.

## VI. Strategic Objectives

### Strategic Objective CS1

#### ENHANCING SCIENTIFIC AND INNOVATIVE POTENTIAL

*Justification: Strengths S1, S2, S3; Opportunities O1, O4.*

### Operational Objectives

#### **CO1.1 Obtaining external funding for research – applying for grants**

*Management – Vice-Rector for Science / Support – Scientific Council, Science Section, Director of the PhD School / Implementation – research and research-teaching staff, PhD students, relevant administrative units / Deadline – strategy validity period / Risk – medium / Performance indicators – applications/proposals, grants/projects obtained, grants/projects implemented, funds obtained*

#### **CO1.2 Activating and motivating scientific staff in applying for external funds and improving the quality of scientific publications**

*Management – Vice-Rector for Science / Support – Scientific Council, Department of Science, Director of the PhD School / Implementation – research and research-teaching staff, PhD students, relevant organizational units / Deadline – strategy validity period / Risk – medium / Performance indicators – systemic solutions applied, training, publications in reputable journals with IF index in leading journals (especially in the area of Sport Science)*

#### **CO1.3 Developing scientific cooperation with business and public sector**

*Management – Vice-Rector for Cooperation and Development, Vice-Rector for Science / Support – Scientific Council, Section of Cooperation with the Environment, Department of Science, Director of the PhD School / Implementation – research and teaching staff research and teaching, PhD students, relevant organizational units / Deadline – strategy validity period / Risk – low / Performance indicators – contacts established, agreements and their results*

#### **CO1.4 Developing mechanisms for transferring scientific knowledge to industry / business / social circles that are adequate to the needs and capabilities**

*Management – Vice-Rector for Cooperation and Development, Vice-Rector for Science / Support – Vice-Rector for Science, Scientific Council, Section for Cooperation with the Environment, Section for Science, Director of the PhD School / Implementation – Rector, Senate (resolutions), relevant organizational units / Deadline – strategy validity period / Risk – low / Performance indicators – organizational solutions adopted, implementations/patents, financial resources obtained*

### **CO1.5 Improving the administrative management of research projects and academic promotion procedures**

*Management* – Vice-Rector for Research / *Support* – Scientific Council, Vice-Rector for Cooperation and Development / *Implementation* – Rector (orders), Senate (resolutions) / *Deadline* – strategy validity period / *Risk* – low / *Performance indicators* – actions taken, changes to the structure of organizational units

### **CO1.6 Developing Student Research Clubs**

*Management* – Rector’s Plenipotentiary for Student Research Clubs / *Support* – Rector, Vice-Rector for Research, Vice-Rector for Studies / *Implementation* – Student Research Club Supervisors, students / *Deadline* – strategy validity period / *Risk* – low / *Performance indicators* – actions taken, changes implemented, amounts acquired and spent

### **CO1.7 Acquiring digital technologies (including AI-based) supporting the scientific research process**

*Management* – Vice-Rector for Cooperation and Development / *Support* – Rector, Vice-Rector for Science, Chancellor / *Implementation* – relevant units teams and individuals designated / *Deadline* – strategy validity period / *Risk* – low / *Performance indicators* – actions taken, technologies acquired, amounts spent, researcher training

### **CO1.8 Developing research infrastructure**

*Management* – Vice-Rector for Science / *Support* – Scientific Council, Vice-Rector for Cooperation and Development, Rector / *Implementation* – Chancellor, Bursar, relevant organizational units / *Deadline* – strategy validity period / *Risk* – low / *Performance indicators* – actions undertaken, amounts spent, elements of research and digital infrastructure acquired

## Strategic Goal CS2

### IMPROVING QUALITY AND CONDITIONS OF EDUCATION

*Justification:* Threats T1, T4; Opportunities O2, O5.

#### Operational Objectives

##### **CO2.1 Developing and promoting new fields of study or specializations related to physical education, meeting market needs**

*Management* – Vice-Rector for Studies / *Support* – Program Council, Deans / *Implementation* – Rector and Senate (resolutions) / *Deadline* – strategy validity period / *Risk* – low / *Performance indicators* – actions taken, fields of study or specializations created, number of candidates, students, graduates

##### **CO2.2 Diversifying, promoting and developing the educational offer, including studies, training and postgraduate courses, full-time, e-learning and hybrid**

*Management* – Vice-Rector for Studies / *Support* – Program Council / *Implementation* – Centre for Staff Development and Training / *Deadline* – strategy validity period / *Risk* – low / *Performance indicators* – studies created, training, postgraduate courses, number of candidates, participants, graduates

##### **CO2.3 Obtaining external funds to improve the quality and conditions of education for students and PhD students**

*Management* – Vice-Rector for Studies / *Support* – Vice-Rector for Cooperation and Development, Program Council, Scientific Council, Director of the PhD School / *Implementation* – Section for Cooperation with the Environment and other units designated, teams appointed / *Deadline* – strategy validity period / *Risk* – medium / *Performance indicators* – applications/proposals, projects obtained, projects completed, funds obtained

##### **CO2.4 Developing staff competencies – training of academic teachers and administrative staff for specialized teaching qualifications, digital technologies, and student administrative service**

*Management* – Vice-Rector for Studies / *Support* – Vice-Rector for Cooperation and Development, Program Council / *Implementation* – university employees, specialists involved / *Deadline* – strategy validity period / *Risk* – low / *Performance indicators* – training

## **2.5 Developing teaching and digital infrastructure (classrooms, laboratories, sports facilities, training centres)**

*Management* – Vice-Rector for Studies / *Support* – Rector, Chancellor, Bursar, Program Council / *Implementation* – relevant administrative units / *Deadline* – strategy validity period / *Risk* – low / *Performance indicators* – development and construction plans, infrastructure elements acquired, financial expenditure obtained/incurred from external and internal funds

## **2.6 Establishing and implementing agreements with labour market partners to organize attractive professional internships for students**

*Management* – Vice-Rector for Studies / *Support* – Program Council, Deans / *Implementation* – Rector (agreements), relevant administrative units / *Deadline* – strategy validity period / *Risk* – low / *Performance indicators* – agreements concluded, agreements completed, partners acquired

## **CO2.7 Social and psychological support for students, PhD students and employees, and accessibility – a friendly university**

*Management* – Vice-Rector for Studies / *Support* – Vice-Rector for Cooperation and Development, Rector's Plenipotentiary for Persons with Disabilities / *Implementation* – relevant administrative units / *Deadline* – strategy validity period / *Risk* – low / *Performance indicators* – actions/initiatives taken, financial expenditure incurred from external and internal funds

## **CO2.8 Career support for candidates, students, PhD students and graduates**

*Management* – Vice-Rector for Studies / *Support* – Student Career Support and Section, Director of the PhD School / *Implementation* – relevant administrative units and teams / *Deadline* – strategy validity period / *Risk* – low / *Performance indicators* – actions/initiatives taken, financial expenditure incurred from external and internal resources

## Strategic Goal CS3

### INTERNATIONALIZATION AND IMAGE STRENGTHENING

*Justification:* Weakness W3, strength S4, opportunity O3.

#### Operational Objectives

##### **CO3.1 Establishing English-language fields of study**

*Management* – Vice-Rector for Cooperation and Development, Vice-Rector for Studies / *Support* – Program Council / *Implementation* – Rector, Senate (resolutions), relevant administrative units and teams / *Deadline* – strategy validity period / *Risk* – low / *Performance indicators* – actions taken, creation of study programs, recruitment organization, number of candidates, number of students

##### **CO3.2 Recruitment of students and PhD students from abroad**

*Management* – Vice-Rector for Studies, Director of the PhD School / *Support* – Program Council, Scientific Council / *Implementation* – relevant administrative units, teams / *Deadline* – strategy validity period / *Risk* – low / *Performance indicators* – value of funds obtained, number of people outgoing, incoming, collaborating

##### **CO3.3 Academic exchange of students, PhD students, academic teachers and administrative staff**

*Management* – Vice-Rector for Studies, Vice-Rector for Science / *Support* – Program Council, Scientific Council, Director of the PhD School / *Implementation* – International Cooperation Section, Science Department, relevant administrative units and teams / *Deadline* – strategy validity period / *Risk* – low / *Performance indicators* – value of programs and funds acquired, number of people outgoing, incoming, collaborating

##### **CO3.4 Putting the journal *Trends in Sport Sciences* on the list of journals indexed in Journal Citation Reports (JCR) and obtaining the Impact Factor (IF) index**

*Management* – Vice-Rector for Science / *Support* – Poznan UPE Publishing House, Scientific Council / *Implementation* – units, teams appointed / *Deadline* – strategy validity period / *Risk* – low / *Performance indicators* – actions taken, putting the journal on the JCR list, obtaining the IF index

##### **CO3.5 Organizing prestigious scientific events of international importance**

*Management* – Vice-Rector for Research / *Support* – Vice-Rector for Cooperation and Development, Scientific Council, Senate, Rector / *Implementation* – units, teams, individuals designated / *Deadline* – 2029-2031 / *Risk* – low / *Performance indicators* – gaining the rights to organize such events, conducting events

### **CO3.6 Entering the University into international ranking lists**

*Management* – Vice-Rector for Research / *Support* – Vice-Rector for Cooperation and Development, Scientific Council / *Implementation* – units, teams, individuals designated / *Deadline* – strategy validity period / *Risk* – low / *Performance indicators* – activities completed, entering Poznan UPE into ranking lists

### **CO3.7 Developing English-language digital/online media**

*Management* – Vice-Rector for Cooperation and Development / *Support* – Vice-Rectors, Chancellor, Deans / *Implementation* – Marketing and Multimedia Department and other units or teams / *Date* – strategy validity period / *Risk* – low / *Performance indicators* – type and advancement of work on the media

### **CO3.8 Cooperation with the local (city, region) and national community – pro-social and educational activities**

*Management* – Vice-Rector for Cooperation and Development / *Support* – Vice-Rector for Science, Vice-Rector for Studies, Section for Cooperation with the Community, Science Section, Marketing and Multimedia Department / *Implementation* – units, teams, individuals appointed / *Date* – strategy validity period / *Risk* – low / *Performance indicators* – contacts established, agreements, activities completed, partners, events organized by Poznan UPE

<p style="text-align: center;"><b>Strategic Goal CS4</b></p> <p style="text-align: center;"><b>INFRASTRUCTURAL AND ORGANIZATIONAL STABILITY, DIGITAL SECURITY</b></p>
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*Justification: S3, W5, T5.*

**Operational Objectives**

**CO4.1 Developing and implementing information security management system, modernizing and protecting ICT systems, software, and hardware**

*Management* – Vice-Rector for Cooperation and Development / *Support* – Chancellor / *Implementation* – IT Section, units, teams and individuals designated / *Deadline* – strategy validity period / *Risk* – low / *Performance indicators* – work progress, investment amount, implementation, cybersecurity incidents

**CO4.2 Training and activities of students, PhD students and employees in the field of security and cybersecurity management**

*Management* – Vice-Rector for Cooperation and Development / *Support* – Chancellor / *Implementation* – IT Section, units, teams and individuals designated / *Deadline* – strategy validity period / *Risk* – low / *Performance indicators* – training

**CO4.3 Reducing energy consumption costs**

*Management* – Chancellor / *Support* – Rector, Vice-Rector for Cooperation and Development / *Implementation* – units, teams, individuals designated / *Deadline* – strategy validity period / *Risk* – low / *Performance indicators* – funds acquired, investments made, energy consumption level, energy consumption costs

**CO4.4 Modernizing and developing infrastructure – technological/digital (including AI), scientific, sports and teaching**

*Management* – Chancellor / *Support* – Rector, Vice-Rector for Cooperation and Development / *Implementation* – units, teams, individuals / designated *Deadline* – strategy validity period / *Risk* – low / *Performance indicators* – funds acquired, modernization tasks completed

**CO4.5 Developing Human Resources (HR) policy – recruitment and employment, rights and obligations, performance management, remuneration and benefits, development/training, relations/communication, assessment and motivation, organizational culture, legal compliance, equal opportunities and treatment**

*Management* – Rector / *Support* – Vice-Rectors, Chancellor / *Implementation* – Organizational and Legal Section, Senate (resolutions), units, teams, individuals designated / *Deadline* – strategy validity period / *Risk* – low / *Performance indicators* – actions taken and their effects in the above-mentioned areas

**CO4.6 Increasing revenues from non-core activities – research, teaching, services, rentals, donations**

*Management* – Vice-Rector for Cooperation and Development, Vice-Rector for Science /

*Support* – Deans, Chancellor / *Implementation* – units, teams, individuals designated /

*Deadline* – strategy validity period / *Risk* – low / *Performance indicators* – number and type of activities, revenue generated

## VII. Strategy Implementation

Strategy implementation is a joint responsibility of the entire academic community, and the division and scope of responsibilities depend on competencies, positions held and functions performed. It is a process based on the principles of co-responsibility, communication and cooperation.

CO – responsibility

CO – communication

CO – cooperation

Co-responsibility applies to all levels of the structure and internal stakeholder groups of Poznan UPE, cascading from those in management positions down to those supporting and directly implementing specific operational goals.

Communication is about people continually exchanging information at various levels of strategy implementation, notifying the Poznan UPE community and external stakeholders of progress, and receiving critical feedback.

Cooperation encompasses coordinated activities aimed at achieving strategic and operational goals, flexible responses to the changing conditions and ongoing adjustments.

Formally, the Vice-Rector for Cooperation and Development coordinates work related to the implementation of the strategy, monitoring and analysing activities in this area – with the participation of those managing operational goals, people and organizational units supporting and directly implementing individual activities.