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HR STRATEGY AND ACTION PLAN

THE EUROPEAN CHARTER FOR RESEARCHERS AND THE CODE
OF CONDUCT FOR THE RECRUITMENT OF RESEARCHERS



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MISSION

The mission of the Medical University of Silesia, Katowice, Poland is to discover and convey the truth through conducting scientific research and modern education of students in medical professions, combined with upbringing in the spirit of respect for the freedom of science, humanism and ethics, as well as cooperation with the social and economic environment.



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Introduction

The Medical University of Silesia, Katowice, Poland was established in 1948 as the Medical Academy with one faculty of medicine and a division of dentistry, headquartered in Rokitnica Bytomska. A year later, it was renamed the Silesian Medical Academy, then the Ludwik Waryński Silesian Medical Academy, and ultimately, by virtue of the Act of 30 March 2007, became a University. This nearly eighty-year tradition of the University is a source of pride and inspiration for both students and staff.

The University's current position stems from the scientific research achievements of its faculty and the high standard of education in medical and related professions, which involves not only the transmission of knowledge but also the development of skills for its practical application. The Medical University of Silesia, Katowice actively participates in the advancement of science by developing and disseminating modern diagnostic and therapeutic technologies in the country and abroad, promoting innovative solutions in medicine, and creating patient-friendly healthcare conditions. The University's development is based on a modern scientific and didactic infrastructure, a diversity of study programs and specialisations, and a highly specialised academic teaching staff.



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The Medical University of Silesia, Katowice, Poland (SUM) holds accreditation from the State Accreditation Committee for education in the following fields: medicine, dentistry, pharmacy, medical analytics, medical biotechnology, cosmetology, public health, nursing, midwifery, physiotherapy, and electroradiology.

The University also holds certification from the Medical Board of New York and the Medical Board of California for medical education in the English-language Medicine programme, conducted in Katowice since 1996.

The University is authorized to confer the academic degrees of Doctor and Doctor Habilitated in the fields of medical sciences and health sciences, within the disciplines of medical sciences, pharmaceutical sciences, and health sciences.

In 2018, the University joined the elite group of institutions awarded the prestigious HR Excellence in Research logo, granted by the European Commission to organizations engaged in research and development activities. It also became a signatory to the Magna Charta Universitatum—a document regarded by the international academic community as a standard of membership in a global community that shares common academic values and goals. Since then, SUM has continuously worked to further align itself with the principles of the European Charter for Researchers.



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SUM supervises seven entities (six teaching hospitals and one company), which provide patients in the region and throughout the country with comprehensive, highly specialized healthcare services. The clinics and clinical departments, delivering medical services at the highest reference level, play an important role in the national healthcare system. Clinical departments and units, delivering medical services at the highest reference level, hold a significant position in the national healthcare system. Many of them are ranked among the top positions in national rankings as leading centres in such medical fields as cardiology, cardiac surgery, haematology, highly specialised surgery, neurosurgery, ophthalmology, obstetrics and gynaecology, paediatrics, oncology, nephrology, pulmonology, rheumatology, endocrinology, and gastroenterology. At the same time, through strong engagement in cooperation with the socio-economic environment—hospitals, research institutes, enterprises, organizations, and associations—the University plays an important role in improving the quality of life and health of the population.

The University's current position is the result of the scientific and research achievements of its academic staff and the high standard of education in medical and related professions, which involves not only the transfer of knowledge but also the development of practical skills. The Medical University of Silesia, Katowice, Poland actively contributes to scientific advancement by developing and disseminating modern diagnostic and therapeutic technologies, promoting innovative solutions in medicine, and creating patient-friendly healthcare conditions. The University's development is based on a modern scientific and teaching infrastructure, a diverse range of study programs and specializations, and a highly specialized academic staff.



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Currently, the University educates 10 518 students in full-time and part-time modes in long-cycle master's degree programs as well as first- and second-cycle degree programs, including 519 foreign students, and 265 doctoral students are pursuing their studies. The University offers programs in the following fields: medicine, medicine taught in English, dentistry, dentistry taught in English, emergency medical services, medical analytics, medical biotechnology, cosmetic chemistry, pharmacy, cosmetology, physiotherapy, midwifery, nursing, nursing taught in English, electroradiology, occupational health and safety – protection of working populations, dietetics, medical coordination, public health, and health risk management.



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The faculties of the Medical University of Silesia, Katowice are located in the largest cities of the Silesian Voivodeship:

- ☐ Faculty of Medical Sciences in Katowice
- ☐ Faculty of Medical Sciences in Zabrze
- ☐ Faculty of Pharmaceutical Sciences in Sosnowiec
- ☐ Faculty of Health Sciences in Katowice
- ☐ Faculty of Public Health in Bytom
- ☐ Branch in Bielsko-Biała

The branch in Bielsko-Biała, launched in 2023, constitutes an important element in the development of the University's teaching and clinical infrastructure, aligning with its mission and strategic objectives. Its establishment was made possible, among other factors, by the expansion of infrastructure, including the transformation of the Voivodeship Hospital into a Clinical Hospital and the creation of modern teaching laboratories.



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Within the structure of the branch, three departments have been established: the Department of Surgical Specialties, the Department of Internal Medicine, and the Department of Developmental Diseases.

A number of units have also been created, including the Research Unit, the Department of Orthopaedics and Traumatology of the Musculoskeletal System, the Department of Biochemistry, the Department of Professionalism and Humanism in Medicine, the Department of Physiology, the Department of Pharmacology and Toxicology, and the Department of Pathophysiology.

An important part of the infrastructure is also the Medical Simulation Centre, which enables practical training for students.

Currently, the branch offers medical studies in both full-time and part-time programs.



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The University is the founding entity for five clinical hospitals, which offer patients comprehensive, highly specialized healthcare services. The clinics and clinical departments, by providing medical services of the highest reference level, occupy a significant position on the national healthcare market. Many of them are listed at the top of national rankings as leading centres in such medical fields as: cardiology, cardiac surgery, hematology, highly specialized surgery, neurosurgery, ophthalmology, obstetrics and gynecology, pediatrics, nephrology, and gastroenterology.



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VALUES OF SUM

In all areas of its activity, the Medical University of Silesia, Katowice carries out its mission based on traditional values:

GENERAL – mutual respect, tolerance, honesty, and justice; the pursuit of truth in scientific, educational, and social activities

ACADEMIC – commitment to university autonomy, academic freedom, and intellectual openness; integrity in research and education; reliability and responsibility in science, education, and service to society; unconditional respect for the dignity of all members of the academic community

SOCIAL – dialogue and exchange of experience with the social and economic environment; striving to combine efforts, knowledge, and experience to achieve common goals; promoting activities aimed at improving the quality of life and public health, as well as protecting natural resources and the climate



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The basic tasks of the Medical University of Silesia, Katowice include:

- ☐ Educating students to acquire and supplement knowledge and skills necessary for professional work;
 - ☐ Raising students with a sense of responsibility for the Polish state, for strengthening the principles of democracy and respect for human rights;
 - ☐ Conducting scientific research and development work, as well as providing research services;
 - ☐ Educating and promoting scientific staff;
 - ☐ Disseminating and enhancing the achievements of science, national culture, and technology, including through the collection and provision of library and information resources;
 - ☐ Conducting postgraduate studies, courses, and training to develop new skills necessary in the labour market within a lifelong learning system;
 - ☐ Creating conditions for the development of students' physical culture.
- ☐ Acting for the benefit of local and regional communities;
 - ☐ Creating conditions for persons with disabilities to fully participate in the education process and scientific research;
 - ☐ Participating in the provision of medical care within the scope and forms specified in the regulations on medical activities;
 - ☐ Implementing the provisions of the Bologna Declaration – lifelong learning: from the university of the first age to the university of the third age.
 - ☐ In carrying out its statutory tasks, the University cooperates with national and foreign scientific, medical and other institutions, and participates in the creation of the European Higher Education Area.



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In carrying out its statutory tasks, the University cooperates with national and international scientific, medical, and other institutions, and participates in the development of the European Higher Education Area.

In 2017, the HR Strategy of the Medical University of Silesia, Katowice was developed based on an analysis of the University's compliance with the principles of the "European Charter for Researchers" and the "Code of Conduct for the Recruitment of Researchers." Its aim was to define directions for actions leading to the full implementation of the Charter and Code into the University's internal policies. This strategy serves as the foundation for ongoing efforts to align the University's internal regulations with current European guidelines.



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Conclusions drawn from the analysis of the consistency of the University's procedures with the principles of the "European Charter for Researchers" and the "Code of Conduct for the Recruitment of Researchers."

The results of the analysis indicate that the majority of the principles outlined in the Charter and the Code were already being respected in the activities of the Medical University of Silesia, Katowice as early as 2017, often on the basis of applicable national legislation. Moreover, a number of the Charter and Code provisions were fulfilled through the implementation of the Medical University of Silesia in Katowice Strategy for 2015–2021.

Conducting the analysis, including a survey, made it possible to identify areas of the University's operations that were subsequently improved in order to provide researchers with the most stimulating and stable working environment possible.

Currently, SUM is implementing the Strategy of the Medical University of Silesia, Katowice for 2022–2028, which further aligns the University's activities with European standards. Since 2024, the revised European Charter for Researchers has come into force, providing the University with a foundation for continued development.



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As an employer, the Medical University of Silesia, Katowice strives to ensure a high-quality working and educational environment, as well as the well-being of its researchers. This constitutes the essence of its role as an institution engaged in teaching and research activities. Therefore, the University is committed to applying the highest standards in recruitment at all levels and to guaranteeing researchers the best possible conditions for carrying out their work, with full respect for ethical principles, equal opportunities, and support for maintaining a healthy work–life balance.



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By Resolution No. 74/2021 of the Senate of the Medical University of Silesia, Katowice, Poland adopted on November 24, 2021, the document entitled *Strategy of the Medical University of Silesia, Katowice* was approved, setting out the directions for the University's development for the years 2022–2028. The document is consistent with the University's Statute, the legal acts governing higher education institutions in Poland, as well as national and regional strategic documents. It takes into account various external conditions, in particular the legal, economic, cultural, and social environment. The Medical University of Silesia, Katowice, Poland aspires to become a strong research and development center. Therefore, the Strategy for 2022–2028 includes the following operational objectives:



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Enhancing the qualifications of academic staff and supporting units with outstanding research potential through effective use of available knowledge resources and dissemination of research results, as well as familiarity with bibliometric tools and basic knowledge of Open Science, including:

- 1) Professionalization of SUM administration supporting research activities;
- 2) Introduction of scientific scholarships for individuals with high research potential;
- 3) Involvement of students and doctoral candidates in research processes;
- 4) Increased funding for priority research areas.

Increasing remuneration for the most active researchers. The implementation of a reward system for exceptional contributions to research activities is intended to boost engagement within the academic community and enhance job satisfaction.

Improving research infrastructure and optimizing its use.

This objective includes:

- 1) Certification of laboratories;
- 1) Modernization and expansion of research facilities, with particular emphasis on the use of advanced technologies;
- 1) Optimization of the use of research equipment—an essential element for the development of scientific activity;
- 2) Reduction of the time required to procure equipment necessary for conducting research.



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Strengthening research collaboration with international networks, research centers, and leading global scientists.

Planned actions include:

- 1) Development of visiting professor programs and outbound scholarship systems for academic staff and students;
- 2) Internationalization of research activities, including publication in renowned journals;
- 3) Establishing agreements, partnerships, and letters of intent with foreign research institutions;
- 4) Increasing participation in strategic partnerships and research networks;
- 5) Expanding academic staff exchange;
- 6) Promoting academic mobility by identifying international exchange opportunities, conducting promotional activities, and providing support in preparing application documents.

The University continuously monitors and disseminates information on programs dedicated to academic communities offered by the Polish National Agency for Academic Exchange (NAWA). These programs support not only mobility but also adaptation to new environments, as well as remuneration and scholarships. NAWA's broad range of initiatives facilitates and strengthens the internationalization process at both institutional and individual levels. SUM will expand its communication channels to effectively reach the academic community in time to enable successful participation in exchange programs.



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Increasing cooperation with renowned Polish research institutions through the conclusion of agreements, partnerships, and letters of intent with national scientific and research units.

Raising the number of non-commercial clinical trials conducted. Established in 2019, the Medical Research Agency (ABM) is a state agency responsible for the development of research in the fields of medical and health sciences. The Agency implements one of the first public grant programs funding non-commercial clinical trials. Research financed by the Medical Research Agency provides Polish patients with access to the latest technologies and offers Polish scientists opportunities to participate in global research. In response, a Clinical Research Support Center was established. The Medical University of Silesia, Katowice obtained over PLN 9.322 million from the Medical Research Agency to create

the Silesian Clinical Research Support Center with an Early Phase Research Unit, enabling the implementation of both commercial and non-commercial clinical trials.

Increasing the number of scientific research projects (grants) funded from external sources, including international initiatives (e.g., Horizon Europe). Planned measures include:

- 1) Ongoing monitoring and informing the academic community about funding opportunities for scientific projects provided by the National Science Centre and the National Centre for Research and Development;
- 2) Organizing training sessions and information days on acquiring, managing, and accounting for Research funding;
- 3) Supporting the growth of research activity.



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Development of publishing activities (University Press), including:

- 1) Indexing the University journal *Annales Academiae Medicae Silesiensis* in major scientific databases;
- 2) Maintaining the presence of the University Press in the ministerial list of publishers issuing peer-reviewed scientific monographs;
- 3) Ensuring a high editorial standard of publications, including plagiarism checks, ongoing cooperation with native speakers to guarantee high-quality English-language publications, and collaboration with graphic designers to enhance visual quality;
- 4) Promoting and continuing the open access policy under Creative Commons licenses, in line with the University's broader initiatives in this area.

Expanding the educational offer, including:

- 1) Introducing new study programs, including joint degrees and programs taught in English, enabling optimal use of the existing teaching infrastructure and aligning the educational offer with the expectations of candidates from Poland and abroad;
- 2) Developing new postgraduate programs and other forms of education (courses and training).

Increasing national and international mobility of students, doctoral candidates, and academic staff at SUM, including:

- 1) Acquiring new international partners for the Erasmus+ program;
- 2) Refining internal University regulations to streamline mobility processes for students, doctoral candidates, and staff planning or undertaking study or employment abroad;
- 3) Defining the responsibilities and competencies of individuals implementing these programs;
- 4) Establishing a mobility support office (MOSTUM, Erasmus+);
- 5) Developing incentive systems encouraging participation in various forms of national and international professional activity.



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Development of teaching staff, including:

- 1) Organizing training to enhance professional skills and teaching methods, including the implementation of new teaching approaches, language training, and development of soft skills;
- 2) Organizing research internships at partner universities;
- 3) Promoting academic and professional development of SUM staff.

Improving the quality of administrative services for students, including:

- 1) Simplifying administrative procedures;
- 2) Providing regular training for administrative staff to update professional competencies, including remote service of Dean's Offices and the Rector's Office;
- 3) Improving communication between administration and students through training in communication, language skills, stress management, and soft skills;

- 4) Optimizing the functionality of the "Uczelnia 10" system and providing IT training along with publicly available user guides.

Optimizing class scheduling for individual study programs, including:

- 1) Introducing and continuously updating timetables in the "Uczelnia 10" system;
- 2) Taking logistical constraints into account;
- 3) Determining student group sizes in accordance with educational standards, program requirements, and available infrastructure.

Promoting and rewarding the best candidates, students, graduates, and employees, including:

- 1) Developing reward systems for top-performing Individuals;
- 2) Implementing joint projects with alumni;
- 3) Organizing meetings between University authorities, students, and successful graduates



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SUM as an institution supporting employee engagement and development.

To achieve the highest quality of its activities, SUM enables employees to improve qualifications, expand knowledge, and develop essential skills. Optimal effectiveness is achieved through appropriate staff selection, where recruitment plays a key role, based on standards ensuring the acquisition and retention of top talent. The University supports individual career development paths and applies effective motivational mechanisms, including flexible working arrangements. A transparent, objective employee evaluation system is an important motivational tool. Training and professional development are treated as investments.

The University offers opportunities for promotion and career advancement, encouraging continuous development and supporting ambitious, engaged, and highly rated employees in achieving their professional goals. A positive work atmosphere, knowledge sharing, and trust-building foster employee commitment beyond standard duties and strengthen identification with the University's mission.

Optimization of the recruitment process, including:

- 1) Developing recruitment principles;
- 2) Diversifying methods of attracting candidates;
- 3) Establishing a recruitment team focused on active talent acquisition;
- 4) Monitoring the labor market to enhance competitiveness.



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Development of individual career paths and motivational mechanisms, including:

- 1) Expanding the range of positions for non-academic staff;
- 2) Improving the effectiveness of periodic employee evaluations;
- 3) Promoting proactive attitudes;
- 4) Introducing flexible working methods.

Promoting continuous professional development, including:

- 1) Leveraging the University's potential for self-learning;
- 2) Providing training for managerial staff in human resource management;

- 3) Offering training in soft skills such as relationship-building, teamwork, communication, conflict resolution, handling difficult clients, and preventing mobbing and discrimination;
- 4) Developing training pathways tailored to job responsibilities;
- 5) Ensuring access to continuous training (online learning platforms);
- 6) Providing e-learning training for employees, including onboarding, system usage, and job-related skills;
- 7) Supporting partnership-based training initiatives;
- 8) Establishing systems for free professional development through agreements with universities, including postgraduate studies, experience exchange, and study visits.



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Expansion of University infrastructure.

Alongside human capital, infrastructure is crucial for achieving excellence in teaching, research, and clinical activities. Planned investments will support key University goals based on the needs of students, researchers, and the socio-economic environment, in line with the investment plan. Implementation depends on securing funding and access to land and property. Investment directions will align with national and regional strategic documents, enabling access to funding within the 2021–2027 financial perspective (Partnership Agreement and National Recovery Plan).

Planned projects include support for modern education (e.g., development of simulation centers, use of VR and 3D printing), modernization or expansion of libraries (including contactless access and safe study spaces), and investments supporting innovative R&D and technology transfer.

Improving administrative processes, including:

- 1) Establishing operational support and advisory points;
- 2) Optimizing administrative procedures.



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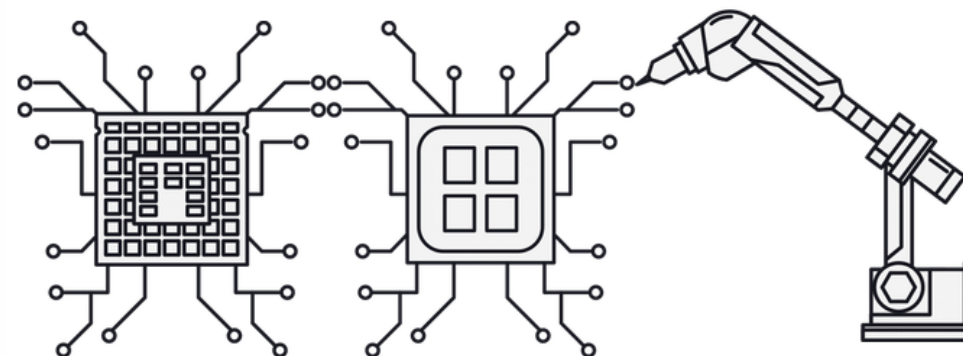
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Implementation of IT tools supporting internal processes.

The University aims to digitize as many processes as possible, focusing on solutions that enable efficient functioning in a mobile environment. Priorities include remote work capabilities, electronic document workflows, and development of tools and services for online education. This involves migration to cloud-based solutions and implementation of data analytics, Big Data, and Business Intelligence tools supporting research and decision-making. These activities are outlined in the SUM IT Strategy for 2022–2026.

Developing and implementing a research project (grant) management system,

including the establishment of project teams responsible for comprehensive project management and achieving defined performance indicators.



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Ethical and Professional Principles

A professional approach to scientific and research activity encompasses a range of key elements essential for maintaining high standards and excellence in research. The University adopts as a binding principle the continuous pursuit of scientific excellence by promoting high-quality research. It is particularly important that SUM researchers possess outstanding qualifications in their respective fields, up-to-date knowledge and skills, and adhere to best research practices. A professional approach also requires integrity and credibility in research; therefore, researchers must exercise particular care to avoid plagiarism, data falsification, and other unethical practices. Transparency, accountability, and respect for ethical standards are considered essential and absolutely required.

Professionalism in scientific activity fosters collaboration and knowledge exchange among researchers. For this reason, the University promotes research cooperation both within and outside the institution, aiming to create an environment of mutual support, competence development, and greater scientific success. A professional approach also includes responsible publication and dissemination of research results, while openness and accessibility of scientific information are crucial for the advancement of science. The University encourages its researchers to publish their findings in reputable scientific journals and present them at prestigious conferences, thereby contributing to the development of knowledge and influencing both the scientific community and society at large.



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Professionalism in research also implies a commitment to continuous improvement. Researchers are encouraged to continuously develop their skills and knowledge, participate in conferences, workshops, and training programs, and stay up to date with the latest trends and innovations in their fields.

The University emphasizes the importance of ethical awareness in scientific work. Adherence to ethical and professional principles is key to maintaining trust within the scientific community and ensuring the integrity and credibility of research outcomes. Researchers are obliged to protect the privacy and safety of research participants, including maintaining confidentiality with respect to sensitive information such as patient data or results of commercial projects.

In order to uphold the highest standards, by Ordinance No. 1/2021, a Committee for the Prevention of Mobbing, Sexual Harassment, Discrimination, and Other Undesirable Behaviors among Students and Doctoral Candidates at the Medical University of Silesia, Katowice, Poland was established. Furthermore, by Ordinance No. 66/2021 of April 14, 2021, the „Procedures for Preventing Mobbing and Discrimination at the Medical University of Silesia, Katowice” were introduced, defining the principles and procedures for addressing such issues. These acts constitute a cornerstone of policies and procedures aimed at preventing undesirable phenomena and protecting the personal rights of students, doctoral candidates, and University employees.



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All information regarding research projects and internal legislative changes is regularly communicated via email to project implementers and heads of the University's organizational units. The Technology Transfer Center, in cooperation with the Center for Science and International Cooperation, the Organizational Department, and the Development Programs Section, continuously monitors regulations governing the implementation of research projects. In the event of changes in applicable laws, this information is communicated to the relevant units. Information concerning research projects and internal legislative updates is also provided on an ongoing basis via email and through the University's website, and is made available upon request. Relevant internal regulations are continuously updated accordingly.



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SUM adheres to the principle that researchers, in their work, should be guided above all by the well-being of people, and that research directions and priorities should arise from the conditions of the external environment in which the University operates, an analysis of its own research potential, and the needs for the development of medical and related sciences. They must be aligned with the University's development strategy, which is based on its teaching and research activities, as well as with research directions that are key for the region, the country, and Europe.

The initiatives adopted in this area are continuously implemented and further developed. Economic trends are regularly monitored and communicated by the Senate Research Committee to the University authorities and the academic community. Monitoring also includes the implementation of decision-making processes regarding the commercialization of research results, conducted by the Vice-Rector for Development and Technology Transfer in cooperation with the Chief Financial Officer, assessing innovation, potential value, and profitability.



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Priority research areas are continuously reviewed. In April 2026, a decision was made to update them. Following these changes, the priority research areas of the Medical University of Silesia, Katowice are as follows:

- Civilization diseases, particularly cancers (including research into their underlying mechanisms)
- Medical, psychological, and social aspects of aging processes
- Development of new diagnostic and therapeutic approaches (including new drugs and prevention of non-communicable, infectious, and chronic diseases such as cardiovascular diseases, cancers, and kidney diseases)
- Regenerative medicine (including stem cells and tissue engineering)
- Modern technologies in medicine, including artificial intelligence methods, new drugs, and novel approaches to treating infections caused by drug-resistant pathogens
- Rare diseases
- Disaster and battlefield medicine

Individual clinical units organize a variety of activities, classes, workshops, and training sessions. In addition, University staff, while promoting a healthy lifestyle and cancer prevention, share their knowledge and experience on the local TVP 3 Katowice channel. The University conducts joint initiatives with external entities and cooperates with the media. It promotes the scientific achievements of its staff, students, and doctoral candidates by organizing press conferences, interviews, and preparing press materials. The University maintains social media channels on Facebook, Instagram, X, and LinkedIn, and also provides training for staff in media appearances and crisis communication situations.



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Commitment to the development of employees' competencies

The Medical University of Silesia, Katowice (SUM) includes within its structure the Center for Distance Learning and Analysis of Educational Outcomes, which was established to:

- support teaching processes in the area of distance learning using information and communication technologies,
- enrich standard teaching formats with online content in the form of lectures and tests prepared by academic staff,
- coordinate activities related to the functioning and development of distance learning, including postgraduate education,
- providing user support in the use of distance learning systems,
- participating in the development, launch, and implementation of training courses,
- conducting training for academic teachers and university staff in the development of soft skills and in the use of distance learning systems and tools,
- administering and managing distance learning systems,
- developing distance education techniques and tools,



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- improving the quality of distance learning,
- optimizing distance learning processes in cooperation with academic and teaching units, and adapting them to the needs of individual units,
- monitoring distance learning processes,
- supporting university staff during examination sessions in the technical preparation of assessments/exams in written paper-based and electronic form,
- cooperating with the University Team for Quality of Education.

Employees of the Centre regularly conduct training sessions for all university staff in the area of soft skills.



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Recruitment and Selection (Area: “Recruitment”)

In accordance with the HR Strategy, a number of activities initiated in 2017–2019 have been continued in the Recruitment area. Moreover, following the introduction of the 2018 Act – Law on Higher Education and Science, internal regulations and documents were modified, including the content of job advertisements.

With regard to “Recruitment (principles)”, changes to the content of job announcements were introduced by Circular Letter No. 3/2018 of 20 June 2018. The period between the announcement of a vacancy and the final deadline for submitting applications was extended. Candidates applying for academic teaching positions, in accordance with Article 119(3) and (4) of the Law on Higher Education and Science, have 30 days from the date of the announcement to submit their documents.

With respect to the implementation of competitive procedures for external members of research teams, the Technology Transfer Center introduced such procedures in programs where this is required.

In the area of “Staff Selection”, training for members of committees evaluating candidates for academic teaching positions is conducted on an ongoing basis by the Chair of the Selection Committee (Dean) and the Human Resources and Social Affairs Department, in accordance with the procedures in force at the University.



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In the case of competitions for academic teaching positions, there was no need to seek opinions from external experts during the recruitment process. However, in competitions for managerial positions, in accordance with §2(3) of Annex No. 2 to the University's Organizational Regulations, the head of the relevant healthcare entity may participate in meetings of the committee conducting the competition for the position of Head of Clinic or Clinical Department in an advisory capacity. Therefore, the Director/President of the hospital is invited to attend such meetings.

With regard to "Transparency", the rules governing recruitment procedures for academic teaching positions at the University are set out in the aforementioned Circular Letter No. 3/2018. In the recruitment report (which constitutes an annex to the Circular), Selection Committees are required to provide justification for the choice of candidate.

The principles of "Merit-based evaluation", "Departures from the chronological order of CVs", and "Recognition of mobility experience" are all respected during recruitment.

Regarding "Recognition of qualifications (principles)", graphic symbols on diplomas issued by other universities, including foreign ones, are respected, and qualifications are recognized in accordance with applicable legal regulations. Under Resolution No. 57/2017 of 26 April 2017 of the University Senate, a graphic symbol indicating the assigned level of the Polish Qualifications Framework was introduced into diploma templates and certificates issued by the Medical University of Silesia in Katowice.



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Furthermore, pursuant to Resolution No. 26/2025 of 28 May 2025, provisions were introduced regarding the approval of templates for postgraduate study certificates financed by the Medical Research Agency and conducted in cooperation with the Silesian University of Technology. Additionally, Resolution No. 58/2017 of 26 April 2017 introduced a graphic symbol into doctoral diplomas and their copies, in accordance with regulations issued under Article 10(4) of the Act of 22 December 2015 on the Integrated Qualifications System, for full qualifications at level eight of the Polish Qualifications Framework. These regulations have not changed.

“Professional experience” is taken into account during recruitment in accordance with the criteria required for a given research and teaching position.

The strengths of the current and previously implemented measures include clear, non-discriminatory, and transparent recruitment and evaluation procedures. Future efforts should focus on assessing candidate satisfaction with the recruitment process and supporting the onboarding of newly hired employees.



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Working Conditions and Social Security (Area: “Working Conditions and Social Security”)

The ePracownik portal was launched to increase transparency and improve the accessibility of information for employees. As a result, the need for telephone and email contact in repetitive HR and payroll matters has been reduced, and user comfort has been improved through the introduction of self-service access to data. Employees have continuous and unrestricted access to information regarding their remuneration and past absences.

The validity of this development direction is confirmed by high user satisfaction ratings obtained in a survey.

The platform pracownik.sum.edu.pl has been created and further improved, providing convenient and concise access to legal acts databases and electronic document workflow, which has significantly contributed to improving work quality.

Employees of the Medical University of Silesia, Katowice receive a weekly SUM newsletter by email, which includes all the most important information regarding the functioning of the University.



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As part of improvement activities concerning training for heads of organizational units in team management, coaching, and mentoring, regular training sessions and webinars are conducted by the staff of the Center for Distance Learning and Educational Outcomes Analysis. Examples include:

- “The only certainty is change – how to manage it effectively?”, focusing on change management and intended for leaders seeking to improve their ability to manage change processes.
- “ABC of Team Management according to Blanchard”, dedicated to employees wishing to expand their knowledge of effective team management and leadership skills.
- “Understanding Generation Z”, providing knowledge necessary to build effective relationships with individuals born in the digital era.
- “Intergenerational communication”, exploring differences between generations and how to communicate effectively with them.
- “Assertiveness is more than saying ‘no’”, aimed at strengthening communication skills, confidence, and boundary-setting.



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Activities related to shaping the research environment include:

- Continuous efforts to secure funding for the expansion and modernization of university infrastructure
- Optimization of mechanisms for the effective use of specialized research equipment
- Promotion of a collaborative model within the University based on shared use of research infrastructure
- Encouraging staff to apply for funding for the purchase, development, or expansion of research infrastructure

The University is systematically modernizing and upgrading its facilities by implementing successive investment projects and seeking funding from local government institutions, ministries, and European funds. Key investments carried out during the reporting period include:

- Construction, modernization, and equipping of teaching facilities in connection with increased admission limits for medical studies (National Recovery and Resilience Plan), implemented from 1 April 2021 to 30 June 2026, with a total value of PLN 221,090,585.35 (including PLN 190,000,000 from the program).
- “Center for Innovative Medical Education in Zabrze” (European Funds for Silesia 2021–2027), valued at PLN 116,460,730.39 (including PLN 98,991,620.83 in EU funding).
- “Strengthening the research and service potential of the Experimental Medicine Center” (European Funds for Silesia 2021–2027), valued at PLN 45,501,985.11 (including PLN 37,964,935.12 in EU funding).
- “DiagMedFarm – Center for Medical and Pharmaceutical Sciences in Sosnowiec” (European Funds for Silesia 2021–2027), valued at PLN 112,818,516.95 (including PLN 92,173,081.25 in EU funding).



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Between 2023 and 2026, the University signed 88 scientific cooperation agreements aimed at joint research, publications, and strengthening scientific potential.

The strengths of current activities include strict respect for intellectual property rights, recognition of mobility, good working conditions, employment stability, and gender balance. Future work should include regular analysis of employment structure by gender across all faculties. Career development initiatives include the establishment of the Academic Career Office, which provides job placement, internships, surveys, alumni tracking, networking, and labor market information.

On 25 July 2022, the Gender Equality Team was established to coordinate equality initiatives and implement the Gender Equality Plan (GEP), diagnosing issues and ensuring gender equality within the academic community.

Comments

Encouraging employees to apply for funding for research infrastructure is a continuous priority. Multiple university units support this process, including administrative and scientific departments. Staff are regularly informed about funding opportunities via email, meetings, and internal communication channels, and receive administrative and financial support throughout the application process.

Both recruitment and promotion processes adhere to non-discrimination principles, including gender equality, with decisions based on merit.



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Motivation systems have been expanded, including Rector's awards for academic, teaching, and organizational achievements, and structured promotion pathways. Additional financial and non-financial incentives are communicated across faculties.

The University has also expanded its social benefits offer in accordance with the relevant Rector's regulation.

The Technology Transfer Center and the Center for Science and International Cooperation provide ongoing information about collaboration opportunities through newsletters, websites, and direct communication. All relevant updates are continuously published on the University's official websites.



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Training and Development (Area: “Education and Training”)

At the training stage, researchers are guaranteed—under internal regulations—the opportunity to maintain contact with their academic supervisor and a representative of the University. At all stages of their careers, the University provides researchers with various opportunities for development by enabling them to update and expand their skills and qualifications. There is broad access to scientific training and continuous professional development.

To improve the flow of information, the University and the Doctoral School maintain dedicated websites, and all updates are also available via social media (Facebook).

Regardless of their level of experience, employees may apply for various research, development, and mobility projects, which are essential elements of professional growth. In this context, appropriate training is provided across different areas, and ongoing information campaigns are conducted regarding available projects.

The Medical University of Silesia, Katowice maintains close and active cooperation with the National Contact Point for European Union Research Programs and the Regional Contact Point at the Silesian University of Technology.



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This cooperation is continuous and multidimensional, and its aim is to strengthen the University's capacity to successfully apply for funding under the Horizon Europe Framework Programme, as well as to enhance the competencies of academic and administrative staff.

The National Contact Point for European Union Research Programs, operating within the structures of the National Centre for Research and Development, provides substantive support, including the organization of training sessions, conferences, and information events, as well as advisory services for teams preparing project proposals.

In turn, the Regional Contact Point at the Silesian University of Technology, operating within the network of Horizon Contact Points, offers administrative and cross-cutting consultations, supporting both the preparation and implementation of projects, including the interpretation of participation rules and formal and financial aspects.

Thanks to this cooperation, the University ensures its staff access to up-to-date knowledge, high-quality advisory services, and professional support at all stages of preparing and implementing international projects.



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The University also secures funding for further staff development to ensure that the Medical University of Silesia, Katowice remains a competitive academic and research center at both national and international levels. The University is implementing a project aimed at ensuring high-quality services for students and international staff under the “Welcome to Poland” Programme – Improving the competencies of academic staff and the institutional capacity to host international visitors (2021–2027, funded by European Funds). This has gained additional importance in the current international context, including the ongoing armed conflict beyond Poland’s eastern border.

A principle has been introduced requiring that job announcements for managerial positions at the University include criteria related to involvement in training early-career researchers. Annual analyses of researchers’ participation in training have also been implemented to regularly assess the effectiveness of professional development activities. The Human Resources and Social Affairs Department, in cooperation with the Center for Science and International Cooperation, has developed a training evaluation survey to enable analysis of participation in conferences, courses, and training sessions.



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The strengths of current and implemented measures in this area include strong access to scientific training and continuous professional development opportunities.

The following elements have been improved:

Within the framework of education at the Doctoral School, Ordinance No. 16/2023 of the Rector, dated 9 February 2023, was introduced, concerning the principles for evaluating supervisory care at the Doctoral School of the Medical University of Silesia, Katowice.

The evaluation of supervisory care involves collecting information that enables conclusions to be drawn regarding the quality of supervision provided by the supervisor at the Doctoral School, the effectiveness of their activities, and the support offered to supervisors in fulfilling this role. The evaluation is conducted once during the course of a given doctoral student's education, not earlier than after the mid-term evaluation. The outcome of the supervisory care evaluation may be positive, positive with comments, or negative.



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