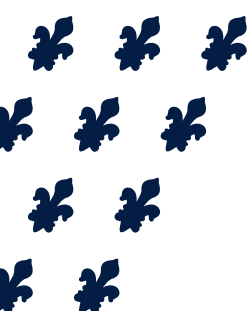
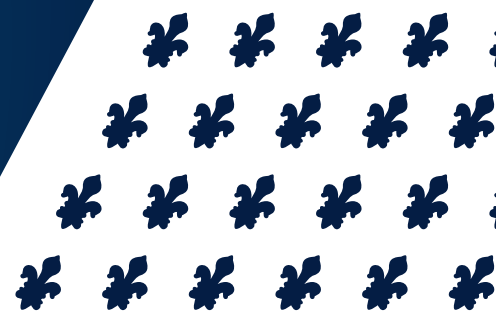




PÉCSI TUDOMÁNYEGYETEM
UNIVERSITY OF PÉCS



UNIVERSITY OF PÉCS *Strategy*

2023–2030

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The Strategy of the University of Pécs was assembled by an ad hoc committee led by Dr. József Betlehem, Vice Rector for General Affairs, Connections, and Strategic Affairs. The committee members included Dr. Zoltán Schepp, Vice Rector for Economy, Attila Lengvárszky, Director of Academic Affairs, József Óvári, Director of Grant and Project Management, and Béla Nagy, Director of IT and Innovation. Dr. Péter Solti supported the professional work as an external consultant.

The Senate of the University of Pécs, with Resolution No. 112/2023, approved the Strategy of the University for 2023 – 2030 on June 22, 2023. The Board of Trustees of the Universitas Quinqueecclesiensis Foundation, through Resolution No. 92/2023, accepted the Strategy of the University for 2023 – 2030 on July 4, 2023.



I. EXECUTIVE SUMMARY

The University of Pécs Strategy outlines the directions for the period spanning from 2023 to 2030, defining the institution's development, goals, and desired outcomes in alignment with the approval of the governing body. This strategy was developed following professional consultations with the chairman of the governing foundation's board, as well as the leadership of the faculties and the University Student Council, and it enjoys the support of the University Senate.

In addition to shaping the university's mission and vision, the Strategy fundamentally delineates the future growth directions across four key dimensions: education and training, research, development, and innovation, healthcare provision, and the third mission.

The strategic objectives are categorized based on their priorities and they form distinct groups. Among these priority groups, the most prominent is the category of *institution-specific strategic objectives*, unique to the University of Pécs among domestic higher education institutions, followed by the category of *general strategic objectives sup-*

porting domestic higher education tasks, which is set by the Ministry of Culture and Innovation. This ministry serves as the primary client of higher education and plays a pivotal role in directing the higher education sector. Subsequently, the university defines its specific strategic objectives concerning the various dimensions presented above.

The strategy suggests arranging documents that elaborate on the core strategic goals, their sub-elements, and related actions, referred to as subarea strategies. Additionally, it supplements this by introducing strategies aimed at facilitating the realization of strategic objectives, known as supporting territorial strategies.

Furthermore, it articulates the foundational principles that define the institution's strategic thinking and the role of this strategic thinking as the backdrop to the university's activities. Ultimately, it puts forward a suggestion for the strategic monitoring process, aiming to make the strategy an integral and actively visible component of the university's daily operations.



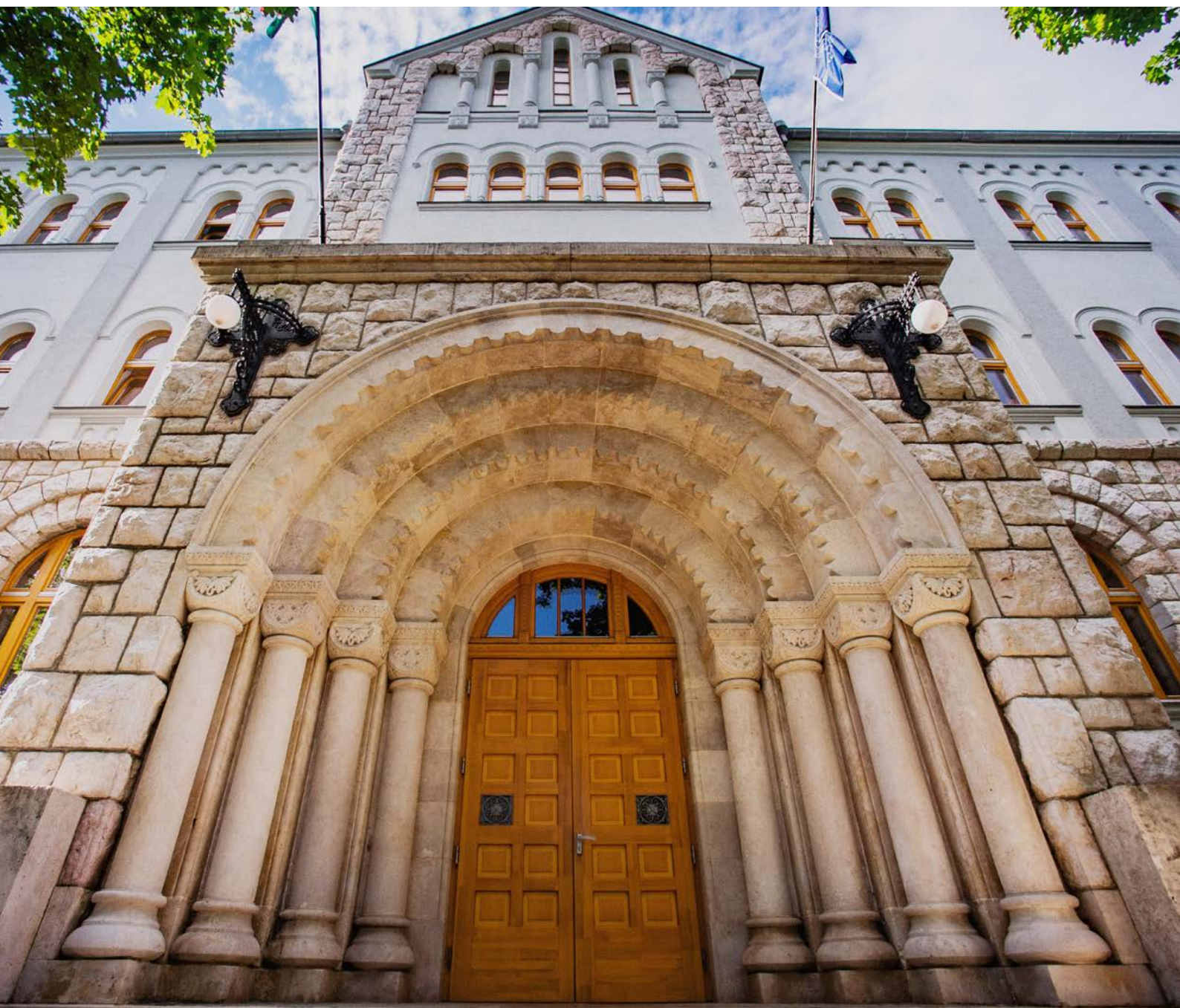
II. THE PRESENT STATE OF THE UNIVERSITY OF PÉCS

The University of Pécs, a prominent institution in the Southern Transdanubian region with a rich history and traditions, is resolutely committed to embracing innovation. This commitment serves the development of the geographical region and economic zone, particularly in the centenary year of modern higher education in Pécs.

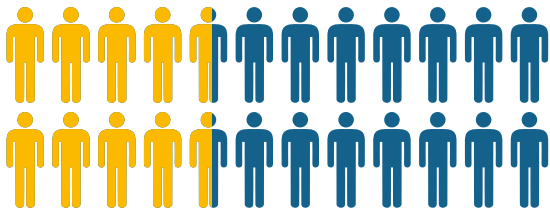
Located at the center of the region in Pécs, the university's primary role is to nurture an innovation ecosystem with a focus on university-related activities. However, its influence extends well beyond the city, reaching into the neighboring counties. By facilitating knowledge transfer, the university makes a positive impact on the regional economy, healthcare services for local residents, research and development, and innovation, while actively seeking and cultivating partnerships with local and regional busi-

nesses, innovators, and community leaders. In addition to its contribution to building a knowledge-based society, the university places great importance on promoting universal values such as culture, science, healthy living, and sports.

As a leading model-changing university in the Transdanubian region, it is dedicated to advancing both theoretical and applied research. Through these efforts, it strives to offer practical solutions that can positively impact people's daily lives, ultimately enhancing their quality of life and promoting sustainability in societal operations. Its responsibilities include the innovative utilization of renewable and green energies, seizing opportunities provided by the circular economy, and more effectively addressing the evolving needs of the next generations of learners.



The University of Pécs in figures (2022)



22490 students (4778 international)



1558
teachers



209
researchers

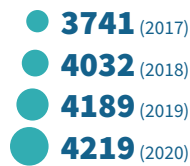


300
training
programs



21
doctoral
schools

Training areas



Agricultur
Humanities
Business and Economics
Information Technology
Law
Engineering
Arts

Art Mediation
Medical and Health Sciences
Teacher Training
Sport Science
Social Sciences
Natural Sciences

Dual training



partner organisations

students



ca. 83,000 people
inpatient care

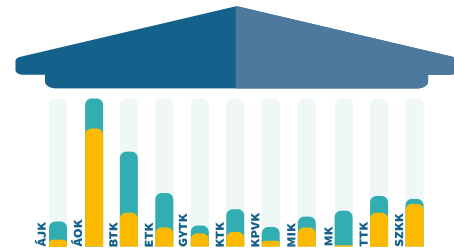
ca. 1,500,000 cases
outpatient care

3,773

healthcare workers

1,069

doctors



Publications (2022)

FACULTY	All	In a foreign language
Faculty of Law	253	65
Medical School	1164	805
Faculty of Humanities and Social Sciences	719	317
Faculty of Health Sciences	572	366
Faculty of Pharmacy	133	114
Faculty of Business and Economics	234	69
Faculty of Cultural Sciences, Education and Regional Development	160	25
Faculty of Engineering and Information Technology	227	125
Faculty of Music and Visual Arts	501	36
Faculty of Sciences	362	283
Szentágotthai Research Centre	334	300



136
granted patent

14
registered trademark

559
partners

27
patents pending

3
registered designs

507
industrial
relationships

HUF 5,9 billion
billion in projects
jointly awarded with
a market player



500

foreign university
connections
(100 outside Europe)



PTE ranked
1001-1200.

III. THE UNIVERSITY'S CORE VALUES, MISSION, VISION, AND STRATEGIC ROADMAP

1. The University's Core Values and Mission

The University of Pécs is an independent private higher education institution that stays true to its history, traditions, and core values. It operates as a modern, efficient, and flexible university with strong faculties and central administration, offering competitive educational programs of study. It also serves as an international campus that is both student- and community-friendly. As a knowledge-based institution, the University of Pécs acts as a catalyst for innovation and economic development, approaching its mission with an entrepreneurial mindset, making it a trusted partner for both the international and national higher education community, as well as institutions in the economic, social, and artistic sectors.

The university's core values are tradition and innovation, which serve as the foundation for shaping the organizational culture of its academic communities. The university's domestic educational, research, and artistic programs are based on a traditionally solid foundation that can be pragmatically applied. With a commitment to being open and responsive to continuously changing circumstances, its leaders effectively enable the meaningful realization of their responsibilities and opportunities. As a result, they create the potential for value-driven future growth in both the domestic and international higher education markets.

The University aims to contribute to the development of Hungary and the European Union in the fields of research, science, the arts, and healthcare. It seeks to play a prominent role in the region, focusing on intellectual achievement, citizen well-being, and economic progress. The university is dedicated to creating an environment where innovative thinking and creativity can flourish across a wide range of basic and applied sciences, as well as the arts. The institution's priority is to strengthen university-centered innovation and research while involving the arts to enhance the quality of life for its academic community.

The university's mission encompasses a vision of achieving prominence both domestically and on the global higher education stage. It seeks to serve as a central knowledge hub that plays a vital role in shaping the future for future generations, with a commitment to advancing environmental, social, and economic sustainability. Moreover, the university aims to establish itself as a crucial partner for the Hungarian government in the realms of education and research, while also serving as a substantial provider of research services to support Hungary and Central Europe's climate objectives. With a strong commitment to fostering environmental, social, and economic sustainability, the University is making substantial investments in the development of data science applications. Within this context, it actively addresses the

challenges, risks, and opportunities presented by the integration of artificial intelligence (AI) into everyday life.

As a leading higher education institution in the Southern Transdanubian Region, the university serves as a vital hub for local intellectual development and lifelong learning. It is an indispensable partner in research and innovation for the region's industrial clients from a strategic perspective. Furthermore, it acts as a vibrant center for sports activities in Pécs and its surrounding areas, supporting both mass participation and competitive sports for regional development.

Moreover, the university is a creative and inspiring intellectual space that nurtures opportunities for success through creativity, individual diligence, and collaborative efforts. It considers the foundation of success to be a cohesive team of educators and researchers who work in harmony with professional development needs, enriched by international experience and active connections. This team continuously updates its methods in education, research, and related services. Additionally, it emphasizes the importance of individual development, the prestige of knowledge dissemination, and an inclusive and open student community.

In organizing its entire educational portfolio and enhancing its quality, the university places strong emphasis on consistently applying the principles defined by the European Standards and Guidelines (ESG). It aims to prepare highly skilled professionals who can meet the evolving needs and expectations of the ever-changing labor market. Students at the university possess practical knowledge, along with professional and personal competencies. They become active and effective participants in both the domestic and international job markets and entrepreneurial spheres during their study programs and after graduating. Furthermore, university graduates actively contribute to the well-being of their immediate and broader communities by sharing and applying the knowledge they acquired. The university places great importance on cultivating and inspiring a network of open professional workshops. This network facilitates the utilization of synergies across various scientific fields, enabling individuals and groups from diverse areas to create value, both at the individual and collective levels.

On a national level, the university undertakes significant responsibilities in regional healthcare. Throughout this process, it prioritizes the principles of patient-centered and human-focused care, primarily seeking to enhance healthcare accessibility.

In the pursuit of ensuring equal opportunities, the university firmly rejects all forms of discrimination. Furthermore, it pays special attention to social inclusion, support for disadvantaged groups, and strengthening the role of women in the provision of its educational, research, and third mission activities.

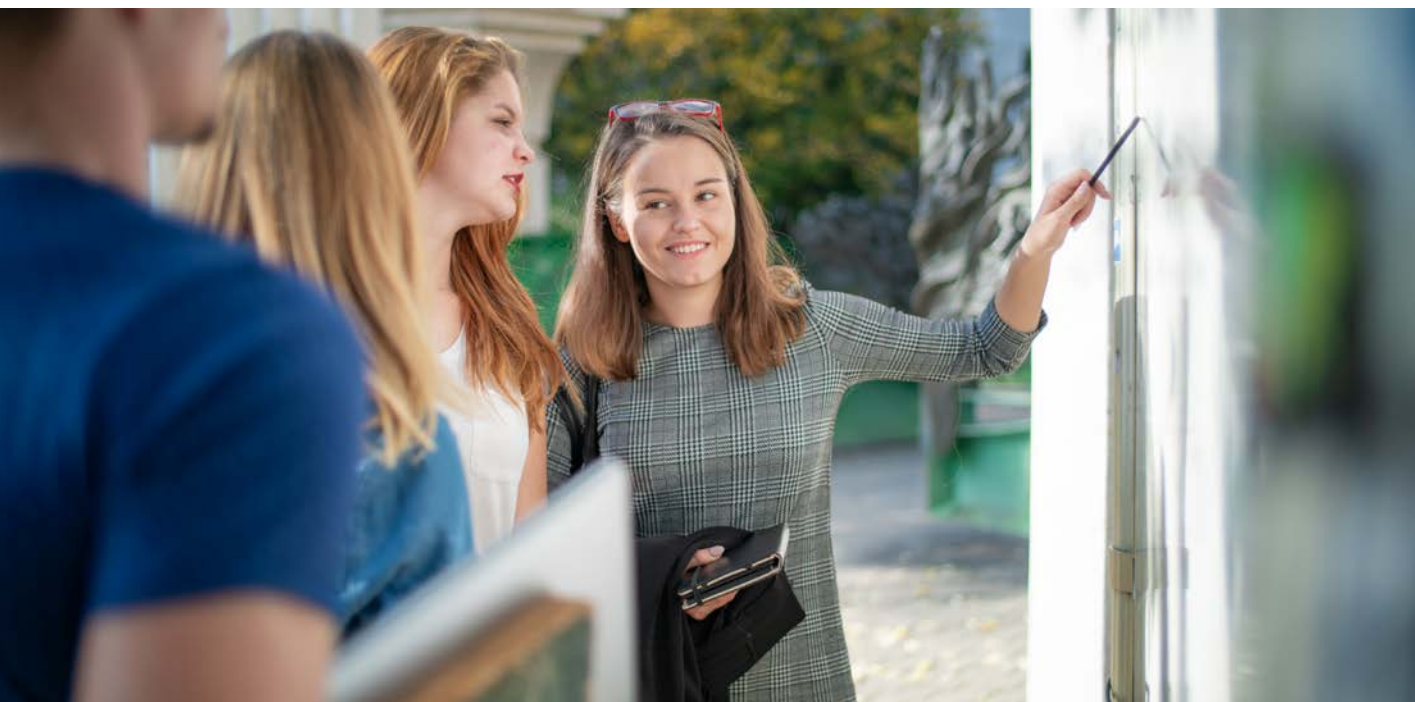
2. The University's Vision

The University of Pécs aspires to become a leading institution regionally, nationally, and internationally

To achieve this vision, the university's leadership and community are making every effort to operate an internationally visible and influential institution in line with the expectations set by the maintainer . They aim to serve the regional and national economy by maintaining an adaptable educational and research portfolio that addresses future challenges and changing labor market needs, making it more attractive to investors. Furthermore, in pursuit of this vision, they facilitate the university's pivotal role in cross-border, regional economic development and innovation tasks. They also ensure the preparation of a workforce equipped with digital competencies and the ability to apply modern technology to promote economic development.

The university's vision for the future provides an opportunity for personal and organizational development for every university employee and organizational unit. Simultaneously, it compels everyone to identify, within the framework of the Strategy, the strategic objectives where they can make the most significant contributions.





3. The University's Strategic Roadmap

The University plans to achieve the goals defined in the strategy by 2030. The detailed schedule for these strategic objectives is determined by the university's institutional development plans, which cover a 3–5 year period and have been approved by the Senate and the maintainer. These plans evaluate the results achieved in the previous period and concurrently propose detailed strategic objectives within the framework of the current strategy.

The university's strategic objectives and their performance indicators are partly defined by the requirements of the maintaining body, the Universitas Quniquecclesiensis Foundation, and partly the public task financing contract concluded with the Ministry of Culture and Innovation concerning the expectations from the state commissioner. These are complemented by the university's own expectations, mission, vision, faculty strategies, and goals originating from domestic, international, and European Union-related expectations.

This strategy outlines the most important long-term university goals, while their details are elaborated in sub-area strategies separately approved by the university and the maintainer. These are organized considering the foreseeable financing environment and are subsequently transformed into action plans and strategic programs at the level of faculties and other organizational units. Supporting territorial strategies also help implement the university's mission by exclusively establishing goals and tasks for the university's support centers (e.g., human resources development, asset management, quality management, etc.) to execute the objectives defined in the strategy and the sub-area strategies.

The university's strategic objectives are summarized in the following diagram:

The strategic objectives presented in the strategic conceptual map above can be categorized into three distinct priority groups and four dimensions that define the university's higher education activities.

The dimensions that define the **University's higher education activities** are as follows:

- 1. Educational and Training Dimension:** This dimension encompasses the university's core activities, summarizing higher education, related vocational training, and practicum school activities in the field of general education
- 2. Research, Development, and Innovation Dimension:** This dimension summarizes the university's theoretical and applied research, artistic creations, and research and development activities, including projects and collaborations with businesses.
- 3. Healthcare Provision Dimension:** Providing healthcare is a prominent public mission of the university. As one of the few higher education institutions in Hungary maintaining a clinical centre, this dimension stands as an independent aspect within the scope of the strategy.
- 4. Third Mission:** As part of the university's fundamental activities and in alignment with its commitment to social responsibility, it offers services beyond the 1st and 2nd dimensions to the general population of the country, the South Transdanubian region, as the population of the Eastern-Central European and Western Balkan regions.

The University's Strategic Objectives in Priority Groups

Institutional Strategies:

Sustainability
Excellence in Biotechnology
Data Science

General Strategy Supporting Domestic Higher Education:

Regional Role
Internationalization
Success
Methodological Renewal

Education and Training Dimension Strategy:

- Development of Priority Higher Education Programs
- Development of Vocational Training Programs Related to the Priority Higher Education Programs
- Advancing Practicum School Activities:

R&D Dimension Strategy:

- Innovation
- R&D Revenues
- Publication Activities
- Corporate activities

Healthcare Provision Dimension Strategy:

- Improvement of Public Health
- Management of Healthcare Provision System
- Collaborative Healthcare Delivery
- Enhancement of Satisfaction
- Integration of Private Healthcare

Third Mission Dimension Strategy:

- Ecosystem
- Experience-Based Well-being Services
- Social Inclusion
- Hub Hungarian Community Hub
- Regional Geopolitical Mediator

IV. THE UNIVERSITY'S STRATEGIC OBJECTIVES IN PRIORITY GROUPS

The priority groups of the university's strategic objectives and their interrelationships are as follows:

1. **Institution-Specific Strategic Objectives:** These are a collection of strategic objectives unique to the University of Pécs, distinct from other Hungarian higher education institutions. They hold a primary position in meeting the expectations outlined by the maintainer and are applicable as fundamental requirements in all dimensions that define higher education activities.

The university's institution-specific strategic objectives, taking into account the key strategic directions proposed by the Universitas Quinqueecclesiensis Foundation's Strategy, are as follows:

a) **Sustainability (flagship objective)**

Environmental, social, and economic sustainability considerations must be integrated into all dimensions of higher education and the university's own operations. Special attention should be given to cleantech topics (technologies based on environmental sustainability) across all educational and scientific fields at the university, building upon the results already achieved in international rankings.

b) **Excellence in biotechnology and related fields of medical and health sciences (flagship objective)**

Establishing academic excellence in various educational, research, and artistic areas, particularly in the internationally leading field of biotechnology and the focal areas of medical and health sciences. This should leverage the professional background already established in medicine and well-being. Strengthening and supporting the university's regional and national healthcare responsibilities are vital tasks, with a focus on biotechnology and integration of the results in education, research, and creativity.

c) **The Effective Application of Key Data Science Achievements**

In addition to the increasingly widespread utilization of data science outcomes, it is essential to map the ethical applications of artificial intelligence (AI), one of the fastest-growing fields with substantial, albeit mostly unregulated, application possibilities. These applications should serve the foundational activities of higher education, necessitating a redefinition of performance expecta-

tions related to students, educators, and academic achievements. Leveraging the opportunities provided by AI, the university must discover added value in its activities, especially in personalized education, research support, and decision-making processes.

The implementation of institution-specific strategic objectives requires active support across all fields of education, with particular emphasis on humanities, law, and administrative education. This should be a focal point during the formulation of related faculty and subfield strategies.

2. **General Strategic Goals Supporting Domestic Higher Education Tasks:** In its role as the primary supporter of domestic higher education and as the overseeing body of the higher education sector, the university addresses the expectations set by the Ministry of Culture and Innovation concerning the strategic goal framework anticipated from higher education institutions. Furthermore, it encompasses focus areas that, in part, align with the flagship objectives endorsed by the maintainer, incorporating elements that resonate across dimensions shaping the majority of higher education activities.

The University's general strategic objectives supporting domestic higher education responsibilities are as follows:

a) **Strengthening the Regional Role**

The university serves as a prominent intellectual institution in the South Transdanubian Region, the Western Balkans, and the Central and Eastern European region. It nurtures its educational, research, developmental, innovative, artistic, and cultural traditions to reinforce its strategic goals. To achieve this, it seeks to strengthen and modernize its traditional educational and research portfolio while determining its actions within the framework, taking into account the differences in institution-specific strategic objectives.

Reducing the rate of early school dropouts is crucial for the economic prosperity of the region, with a particular focus on educators in primary and secondary education. In line with the traditions of its predecessors, the university is committed to providing high-quality teacher education and ensuring a steady supply of teachers. At all levels of teacher education, the goal is to adapt to the changing societal needs, the challenges of the digital wor-

ld, and the innovation-oriented focuses of primary and secondary education. Beyond developing teacher candidates' digital skills and introducing digital teaching methodologies, the aim is to prepare them for pedagogical principles in planning to improve students' 21st-century skills development across subjects and academic disciplines.

b) *Enhancing Internationalization and Increasing International Visibility*

Enhancing the University of Pécs' international role should not only be reflected in the increase of international student numbers and the enhancement of services offered on the global stage. It should also strive to enrich the academic experiences of Hungarian students and teaching and research staff across various fields, thus supporting both institution-specific and other general strategic objectives related to domestic higher education responsibilities.

In addition to fostering a diverse international student body, setting the goal of increasing the number of foreign teaching and research staff is paramount. This reinforces the importance of international collaborations, particularly emphasizing global research partnerships. To complement these endeavors, the implementation of dual-degree programs, joint-degree programs, and faculty and research exchange initiatives are crucial. Furthermore, dedicated efforts should be directed toward enhancing the study experiences of Hungarian students abroad and improving their language proficiency.

c) *Achieving Individual and Community Success and Supporting Talent*

To facilitate individual success among students, faculty, researchers, staff, and the broader community, the university continuously enhances its previously established subprograms, with a particular focus on the Student Retention Support and Ildikó Kriszbacher Talent Promotion Programme. In line with these efforts, specific indicators are defined to monitor student progress and reduce attrition rates, as outlined in the financing agreement between the Ministry of Culture and Innovation and the maintainer. Once individual success factors are achieved, it is imperative to identify suitable methods and tools for increasing the overall effectiveness of the university community.

Supporting talent is a key factor in achieving success. After conducting a comprehensive review of existing talent development initiatives, including university scholarship programs, academic associations, and scientific student organizations, the university has established a comprehensive uni-

versity-wide talent development program. This program not only supports scientific student activities at the university and faculty levels but also encourages active participation by both teachers and students in scientific research. Additionally, it lays the foundation for a new student and tutor support system, facilitating the creation of unique university-level talent development initiatives such as PTE Talent Day, PTE Talent Book, and talent workshops involving regional high schools. Career programs focusing on individual success and a community-oriented approach play a crucial role in supporting career planning, personal competency development, mindset shaping, and mental health.

d) *Renewing Educational and Research Methodology and Modernizing the Educational Portfolio*

The creation of innovative blended learning, hybrid, and remote education programs takes precedence, regardless of the educational cycle. This is done to attract individuals to the university who may not necessarily possess the specific prerequisites required for participation in traditional educational formats or whose circumstances and conditions do not allow for in-person attendance.

Special attention must be paid to the development of digital competencies in both teaching and research activities. This includes the appropriate use of digital teaching and learning support, new research methodologies (especially those supported by artificial intelligence), and the exploration of opportunities related to the ethical integration of artificial intelligence when designing personalized educational models. In the context of today's modern environment, a compelling and experiential digital journey should be provided for students and researchers who have grown up in the digital age. This journey should prepare them for real market situations and the complex future, where the focus is more on learning and adaptability than on mere factual knowledge.

By leveraging the opportunities presented by the interdisciplinary university environment and incorporating evidence-based pedagogical methodological knowledge, it is possible to create a learning-centered educational and organizational culture. This approach fosters motivation and enhances the effectiveness of higher education pedagogical developments for both students and educators.



3. Special Strategic Objectives for Specific Dimensions:

Within the aforementioned dimensions, there is a defined set of client-specific and maintainer-specific strategic objectives.

Special Strategic Objectives Regarding the University's Educational Dimension:**a) Development of Priority Higher Education Programs (Bachelor's and Master's Programs, Post-graduate Specialist Training Programs, Higher-level Vocational Training Programs, and Doctoral Programs):**

In line with the expectations outlined by the sector manager and the maintainer, the university establishes additional strategic objectives for specific priority areas within its higher education programs. These areas encompass medical and health sciences, social sciences, natural sciences, engineering, information technology, economics, agriculture, and teacher training programs. These objectives extend beyond regional role expectations.

b) Development of Vocational Training Programs Related to the University's Priority Higher Education Programs:

In alignment with the university's priority higher education areas, particularly in the fields of engineering, electrical engineering, and information technology, the university sets the goal of expanding vocational secondary education. This refers to the development of vocational training in health-care.

c) Advancing Practicum School Activities:

Capitalizing on the opportunities presented by the change in the higher education model, the university aims to take over additional secondary vocational institutions. This paves the way for extending the results of the university's maintenance model, as well as relying on synergies like dual partnerships, credit transfer mechanisms, optimized teaching capacity, and increased student enrollment. In addition to broadening the range of maintained institutions, special attention should be devoted to enhancing the quality of practicum schools.

**Special Strategic Objectives Related to the Research and Development Innovation Dimension of the University:****a) Strengthening Innovation Activities**

Building international recognition in sustainability, biotechnology, medical and healthcare, and well-being subtopics requires ongoing innovation investments. This also entails the active management of the University's innovation and intellectual property and support for related research ventures. While it is partially linked to other strategic objectives related to the research and development innovation dimensions, it should be encouraged through research, creative, and performing arts financing that aims to support collaborative research and innovation projects to achieve growth objectives. Furthermore, it is essential to establish the foundations of university innovation and intellectual property management, upon which talent and community building can also be realized at the innovation level.

To achieve this goal, the establishment of a unified university innovation system is essential. Additionally, a fast track should be provided for utilization activities initiated by highly successful researchers. It is crucial to enhance the entrepreneurial and innovative capacities of students, establish and operate a comprehensive university entrepreneurship development system, and increase the number of student startups. As a central component of the university innovation system, the university plans to create a Science and Innovation Park, which, in conjunction with the Szentágotthai Research Centre, will make the university capable of accommodating the anticipated growth in corporate development needs, fulfilling its role in economic revitalization and facilitating the commercial application of knowledge generated by the university. In doing so, it will contribute to the strategic goal of building a university-centered economic development ecosystem.

Building upon the university's scientific competencies, areas of excellence, substantial intellectual product portfolio, and research, development, and innovation capacities, the objective is to create innovation hubs that strongly promote the commercialization of scientific achievements. At the core of these planned initiatives is the facilitation of productive collaboration between higher education, industry, and the business sector, accomplished through the establishment of an active network of relationships and the implementation of robust two-way knowledge transfer. Both the establishment of Competence Centers and

the developments within the Thematic Excellence Programme are expected to contribute to this goal in the future.

The university aims to establish similar centers of excellence and competence hubs in new fields in the future, in line with government enterprise, higher education development strategies, and European Union objectives.

As a significant player within the domestic higher education system, the uUniversity seeks to actively participate in networks formed within various research and artistic fields. It strives to achieve greater success in international grants in the coming years through these research networks and partner systems, thereby effectively securing increased direct European support. Furthermore, the national laboratory networks provide opportunities for the university to engage significantly as a key player in the Central European region, connecting with prominent European research organizations and collaborating on joint projects.

b) *Increasing R&D Revenues and the Number of Patents*

In response to the request from the maintainer and higher education sector management, it is necessary to develop the field in accordance with the quantitative indicators committed to in the financing agreement. Additionally, an important goal is to increase the number of university patents.

c) *Enhancing Publication Activities*

To meet the requests from the maintainer and higher education sector management, it is essential to develop the field in accordance with the specified indicators, both in terms of quantity and the proportion of qualified publications, as committed to in the financing agreement.

d) *Increasing Corporate Activities and the Proportion of Corporate Contracts*

In response to the request from the maintainer and higher education sector management, it is necessary to develop the field in line with the quantitative indicators committed to in the financing agreement.

The University's Special Strategic Objectives in the Healthcare Provision Dimension:

a) *Improving Public Health in the South Transdanubian Region*

By integrating the previously state-maintained outpatient and inpatient specialized hospitals in Baranya County, the University has become a sig-



nificant coordinator of the county's healthcare, assuming responsibility for promoting health-conscious lifestyles among the county's residents and indirectly coordinating public health programs and primary care tasks.

This new role, considering the triad of education, research, and patient care, provides a much more comprehensive task system compared to its previous role in Pécs. With the strategic emphasis on its new functions, the university must adequately fulfill its public healthcare responsibilities, striving to achieve visible improvements in the healthcare indicators of the county and the region. The university sets the goal of increasing the number of healthy life years for the region's population by enhancing the quality of healthcare, maximizing health gains, and significantly improving the overall quality of life for the residents.

b) *Efficient Management of County and Regional Healthcare Delivery*

The University aims to achieve the effective management of the healthcare delivery system through the following professional policy objectives: mitigating professional structural redundancies with targeted actions, enhancing the utilization of active beds, concentrating medical care services, and ensuring higher professional quality, and greater efficiency in healthcare delivery. Additionally, it places special emphasis on coordinating public health and screening programs to reduce the case numbers in inpatient specialized care.

c) *Ensuring Synergies in Healthcare and Optimizing Collaboration Opportunities Among Providers*

A crucial goal related to healthcare is to explore collaboration opportunities between levels of care (i.e., general practitioner, midwife, home care, outpatient specialized care, and inpatient specialized care). Through the mapping of collaboration possibilities, the rationalization of patient pathways is sought, along with identifying collaboration opportunities and synergies, primarily among outpatient and inpatient specialized care providers. This endeavor aims to achieve more efficient management



in the region concerning resources, infrastructure, and personnel. All this is done while taking into account considerations for healthcare security.

d) *Providing Quality Services and Enhancing Satisfaction*

The objective is to implement developments that primarily ensure patient safety and satisfaction. To accomplish this, it is essential to enhance the working conditions of healthcare professionals, support their satisfaction through various means, and conduct training sessions to improve communication with patients.

e) *Integrating Private Healthcare Services*

In addition to ensuring appropriate responses to the needs of the population, exploring possibilities to respond to market demands is a crucial opportunity. The initiation of fee-based healthcare services, alongside the emergence of certain new functions, has the potential to significantly impact the overall quality of the healthcare portfolio. This improvement aligns with the demands of the paying public, while simultaneously providing additional income for infrastructural developments and extra earnings for personnel involved in the provision of services.

The University's Special Strategic Objectives in the Third Mission Dimension:

a) *Establishing a University-Centric Economic Development Ecosystem*

The University's central role is pivotal in strengthening the regional ecosystem by coordinating with external partners, including private companies, schools, NGOs, investors, and governmental entities. Through close collaboration, these partners generate value aligned with, and extending beyond, the main objectives. This approach empowers the university to assume a guiding role in regional

economic development and innovation efforts. Sharing the university's infrastructure with partners emerges as a vital element in realizing ecosystem-building, fostering sustainable operation and optimizing utilization.

In addition, efforts should be made to design initiatives that pique the interest of the management teams of emerging student ventures and research spin-off companies to engage in the ecosystem. Finally, particular emphasis should be placed on addressing the interests of talent and community building. This includes highlighting opportunities for faculty, researchers, and students to integrate into the ecosystem, underscoring the possibilities for involvement, and thereby cultivating new communities, such as a start-up club.

b) *Development of Experience-Based Well-being Services*

The strategic goal of developing experience-based well-being services addresses the University's environment, the well-being of its students and staff, and the building of relationships and trust within and between groups. It centers on creating a sense of community within the university's infrastructure and operational system.

The primary objective of this comprehensive service development concept is to ensure the happiness and satisfaction of university's employees and students. This, in turn, contributes to the strengthening of the organizational culture and group cohesion within the university. The university's main aspiration is for individuals, both employees and students, to take pride in working and studying at the university. This means that university employees and students should feel good physically and mentally, either as part of a larger community or within smaller communities.

Supporting the well-being of university members, promoting the development of university operational systems, facilitating the qualitative improvement of the built environment, encouraging and supporting university members in exploring proactive opportunities, fostering collaboration in synergy, engaging in processes of change, innovation, and creativity, and experiencing the joy of creation are essential elements of the developmental plan. This will create a unique culture within the organizational units of the university for it to become one of the most attractive institutions both nationally and internationally.

One central element of experience-based well-being service development involves the comprehensive, unified, and integrated coordination and development of sports activities that impact both the city and the broader region. In this effort, the

university considers the Pécs University Athletics Club a strategic partner and an indispensable player in its sports strategy, considering its athletes (over 1,000) and the substantial infrastructural investments. Within this framework, specific actions are planned to support certain sports departments, alongside the introduction of programs aimed at promoting a healthy lifestyle for both university stakeholders and the general public. Future perspectives for the development of regional sports include establishing a university sports model. This model aims to showcase the results of development in basic activities, supporting the university in improving the quality of life for the region's population and university members through healthy activities that integrate individuals with and without disabilities during university sports, and sports-based entertainment. Achieving these sports development goals necessitates a significant expansion of sports facilities through both brownfield and greenfield investments.

c) *Social Integration and Support for Equal Opportunities*

The university places special emphasis on actively supporting students and employees with reduced capacity to work, focusing on individuals from disadvantaged regions to ensure equal opportunities. Consequently, it introduces effective support measures. The university also plans to extend similar support to students and employees raising children. Ensuring gender equality is also a top priority for the university, and this commitment will be strengthened in the future through additional actions. The institution has set the goal of improving gender ratios and increasing women's participation in various areas to the extent possible.

The university aims to provide flexible working conditions and environments where performance evaluation is primarily based on the quality of tasks completed, rather than the hours spent at the university. In the upcoming period, the focus for various positions will continue to be on quality work and expertise as the benchmark.

The significance of remote learning and digital educational and research opportunities not only opens new perspectives for students but also provides an opportunity for instructors to leverage the advantages of the classic home office setup. Additionally, considering international and domestic experiences, the university is exploring the possibilities of introducing a four-day workweek in specific fields.

d) *Emerging as a Hub for the Global Hungarian Scientific, Educational, and Cultural Community*

The university's strategic aim is to become the scientific, educational, and cultural hub for the global Hungarian community by 2030. This objective will be realized through the planning and execution of enrollment activities. Additionally, the university has the goal of establishing the House of Global Hungarians during the renovation of a university property.

The establishment of the House of Global Hungarians offers an opportunity to highlight Hungarian organizations and communities operating in the Carpathian Basin and the diaspora. It serves as a center to showcase distinguished members, their accomplishments, the outcomes of initiatives established in host countries, and potential dimensions of contemporary collaborations. The envisioned institution is unparalleled, reflecting Hungary's distinctive attention and care for the Hungarian national minority residing beyond its borders. Its primary mission is to present and research the history and values of Hungarian communities living outside the country's borders. This institution collectively meets the expressed needs in the diaspora and societal expectations within Hungary, thereby supporting the strategic goal of establishing the House of Global Hungarians.

e) *Serving as a Geopolitical Link between Eastern-Central Europe and the Western Balkans*

Given its regional geographical position, the university is well-positioned to serve as a geopolitical link between Eastern-Central Europe and the Western Balkans. Building upon its research and educational traditions related to the Western Balkans, along with its current capabilities, the university aims to enhance these competencies. The objective is to assume a pivotal role in sustaining and advancing current knowledge concerning the Western Balkans in the future. The expertise developed has the potential to exert a positive influence on the economy, trade, tourism, culture, and innovation landscape of the region.





V. THE UNIVERSITY'S KEY STRATEGIC DOCUMENTS AND TOOLS TO SUPPORT THE IMPLEMENTATION OF THE UNIVERSITY'S STRATEGY

1. The Strategy and the University's Institutional Development Plans

The detailed strategic goals outlined in the sub-areas of the strategy, along with the key performance indicators designated to achieve them, are elaborated in sub-area strategies separately endorsed by the university and the governing body. These sub-area strategies are arranged within the institutional development plan, taking into account the foreseeable financial landscape in the short term (within a 3-5 year cycle). Following this, they are to be further detailed into action plans and strategic programs at the level of faculties and other organizational units.

2. The Most Important University Strategic Documents (Sub-area Strategies)

The objectives supporting the implementation of the strategy, particularly connected to the strategic roadmap, are summarized in the table provided in the appendix, outlining strategic documents.

3. Tools Supporting the Implementation of the Strategy (Supporting Area Strategies)

The goals outlined in the strategy and sub-area strategies are facilitated by supporting area strategies and other tools. These tools exclusively set objectives and directions at the level of the university's supporting areas, including human resources development, asset management, and quality management.

The strategies and tools for supporting areas are specifically presented in the table provided in the appendix.

VI. THE SIGNIFICANCE OF STRATEGIC THINKING IN THE OPERATION OF THE UNIVERSITY AND ESTABLISHING COMMITMENT TO STRATEGIC

Alignment with the university's strategy is crucial for the institution's future operations. If it can be established as the guiding principle in daily activities and if every member of the university community is conscious that their work contributes to the accomplishment of the university's strategic goals, this awareness can not only enhance community cohesion but also facilitate the attainment of objectives.

To foster alignment, a step-by-step approach through effective communication and dialogue can be implemented at the following key junctures:

1. Establishment of Leadership Commitment:

The university's rector, university management, and student council leadership collectively propose the designation of strategic directions. They have a vision of how, as leaders, they can assist the university in achieving its goals. The university's maintainer supports the implementation of the strategy at the university.

2. Create commitment among the leadership at the faculty level (deans and faculty Student Councils), as well as among the leaders of other fundamental units and within the areas of Chancellery:

The university's rector, along with other university leaders actively involved in strategic thinking, engage in a constructive dialogue with the relevant leaders. They consider their suggestions, modifying and shaping the strategic objectives as needed. This is done to ensure increased participation and commitment from the respective organizational units.

3. Creating Employee Commitment:

Conveying comprehensive details about the university's strategy, as well as highlighting the advantages, prospects, and expectations for employees, should take place in forums conducted across the university, faculties, and other organizational units. It is pivotal that leaders with a substantial influence on employee performance are the ones delivering this information. When shaping the objectives and the associated pathways, it's crucial to incorporate the input of the university community. Although this might lengthen the preparation and integration of the strategy into university processes, the commitment level can elevate significantly through effective information dissemination.



4. Creating Student Commitment:

To cultivate student commitment, employing diverse focus areas and methods is recommended. For students, aligning with university goals within their respective faculties is accomplished through conveying specific messages related to their majors and presenting aspects of objectives related to general student life. The primary emphasis for students is on academic progress and ensuring the necessary conditions for it, with further development of university services contributing secondarily to student well-being. Establishing the foundation for commitment involves highlighting the connection points of university strategic goals with faculties or majors and emphasizing elements of student well-being services.

Providing detailed information about the university's strategy, along with the relevant faculty strategy, is crucial in forums organized within appropriate faculty or major frameworks, conducted in both Hungarian and English. This should underscore the benefits, opportunities, and expectations for domestic and international students. Importantly, this information should be delivered by deans, subject-specific instructors, and faculty Student Council (HÖK) presidents, given their regular interactions with students during their studies.

5. Securing Regional Support:

The strategy must be communicated to the public through appropriate forums primarily to ensure that the stakeholders in the region (local government, businesses, and other organizations relevant at the regional level) gain a realistic understanding of the university's future. This will help them identify the key conceptual points for potential future collaborations.

VII. DEVELOPING CONSISTENT PLANNING, EVALUATION, AND REMEDIAL ACTIVITIES NECESSARY FOR IMPLEMENTING THE UNIVERSITY'S STRATEGY

The components aligned with strategic goals and the transparent, measurable performance indicators associated with strategic performance goals need to be systematically organized. Furthermore, it is essential to establish effective processes for monitoring these components and indicators continuously.

These monitoring processes should consistently track the progress of actions aimed at achieving strategic goals. In case of any impediments, adjustments should be made either to the actions or, if necessary, to the relevant strategic goal, with the involvement of the respective organizational units. Strategic goals or components that are either too easily attainable or excessively challenging should be modified to ensure that, with an appropriate investment of effort, the expected outcomes can be realized.

Regular encouragement and transparent positive feedback should be provided to the relevant groups at periodic intervals (at least once a year) regarding the process of monitoring the strategy, the current status of achieving strategic goals, and the potential emergence of new goals.

Special attention should be given to highlighting the meaningful, active role of the involved employees and organizational units in achieving strategic goals.

At the organizational unit level, organizational goals derived from the strategic goals should be formulated. Additionally, the tools (success factors) necessary for goal attainment, on which the individual participation goals are based, should be identified. These are naturally complemented by individual goals that go beyond these primary objectives.

If the performance of any organizational unit or employee in terms of achieving strategic goals does not meet the satisfaction of the respective responsible leader, consistent feedback must be provided to them using the performance evaluation toolset. This feedback should highlight the directions and remedial opportunities through which changes can enhance the performance of the concerned employee to the desired level.

In addition to developing the process of strategic monitoring, creating the supporting toolset and organizational background is of particular importance.

VIII. THE ROLE OF THE STRATEGY IN THE LIFE OF THE UNIVERSITY

The strategy sets the university's long-term goals and influences the mindset of university members supporting their achievement. However, it is crucial to regularly adapt and review it in response to the continuously changing environment and expectations. Therefore, both the strategy and the sub-area strategies require an annual systematic review and evaluation.

The strategy serves as a foundational document for the institution. Understanding and aligning with it are expectations from every member of the university community. For employees, it serves as the primary guiding principle in their work, while for students and users of university services, it encapsulates the essence of the values represented by the university.





IX. APPENDIX

1. The Most Important Strategic Documents Defining the University's Strategy (Sub-area Strategies)

Sequence Number	Priority Group	Strategic Direction	Name of Strategic Document (Accepted and/or Proposed)
1.	1. Institution-specific Strategic Objectives	Sustainability (Flagship Goal)	Sustainability Strategy of the University of Pécs Climate Protection Strategy of the University of Pécs
2.		Excellence in Biotechnology and Fields Related to Medical and Health Sciences (Flagship Goal)	
3.		Effective Application of Key Achievements in Data Science	Data Strategy of the University of Pécs
4.	2. General Strategic Objectives Supporting Domestic Higher Education Tasks	Strengthening the Regional Role	Enrollment Strategy of the University of Pécs Research and Development Innovation Strategy of the University of Pécs Faculty Strategies of the University of Pécs
5.			
6.			Enhancing Internationalization, Increasing International Visibility
		Supporting Individual and Community Success, and Talents	Attrition Prevention Strategy of the University of Pécs PTE Strategy for Nurturing Talent
7.		Renewing Educational-Research Methodology, Modernizing the Training Portfolio (Learning-Centric Education, Blended Learning Programs, Distance Education, Micro-Credentialing System, Elimination of Redundancies)	Digital Education Strategy of the University of Pécs

Sequence Number	Priority Group	Strategic Direction	Name of Strategic Document (Accepted and/or Proposed)
8.	3. Special Strategic Objectives in the Education and Training Dimension	Quality Improvement of Priority Higher Education Programs (Bachelor's and Master's Programs, Postgraduate Specialist Training Programs, Higher-level Vocational Training Programs, and Doctoral Programs): - Medical and health sciences training - Social sciences training - Sciences, engineering and information technology training - Business and economics training - Agricultural training	International Strategy of the University of Pécs
9.		Development of Vocational Training Programs Related to the University's Priority Higher Education Programs	
10.		Development of practicum school activities	
11.	4. Special Strategic Objectives in the Research, Development, and Innovation Dimension	Strengthening Innovation Activities	Research and Development Innovation Strategy of the University of Pécs
12.		Increasing R&D Revenues and the Number of Patents	
13.		Enhancing Publication Activities	
14.		Increasing Corporate Activities and the Proportion of Corporate Contracts	
15.	5. Special Strategic Objectives in Healthcare Services	Effective Management of Public Health Care Tasks	
16.	6. Special Strategic Objectives in the Third Mission Dimension	Establishment of a University-Centric Economic Development Ecosystem	
17.		Supporting Sports Development	Sports Strategy
18.		Promoting Social Inclusion and Equal Opportunities	Service Concept (OIG) Inclusive University Program Equal Opportunities Plan (annually)
19.		Emerging as a Hub for the Global Hungarian Scientific, Educational, and Cultural Community	Enrollment Strategy of the University of Pécs
20.		Serving as a Geopolitical Link between Eastern-Central Europe and the Western Balkans	

2. Tools Supporting the Implementation of the University's Strategy (Supporting Area Strategies)

Sequence Number	University Support Area	Supporting Area Strategies and Other Tools (Accepted and/or Proposed)
1.	Organization Development and Management	PTE Concept for Organizational Development
2.		University Leadership Information System (VIR) Handbook VIR Process Descriptions
3.		Business Planning Template for Strategic Actions
4.	Human Resources Planning	HR Strategy at the University of Pécs
5.		PTE Employment Standards System Performance Evaluation System for Teaching and Research Faculty at the University of Pécs
6.	Operations and Asset Management	Asset Management Strategy of the University of Pécs
7.	Service Development	University-Centric Sport and Parasport Strategy of the University of Pécs



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