



MISKOLCI
EGYETEM

UNIVERSITY OF MISKOLC 2021-2024 INSTITUTIONAL DEVELOPMENT PLAN

MISSION
VISION
STRATEGY

TABLE OF CONTENTS

Rectors' foreword.....	3
1. The Mission	4
1.1. The mission of the University of Miskolc	4
1.2. The mission statement of the University of Miskolc.....	4
2. Values.....	5
2.1. The values of the University of Miskolc.....	5
People oriented approach.....	5
Devotion to the third mission.....	5
Quality education.....	5
Innovative research.....	5
Reputation.....	6
Community development.....	6
Effective operation.....	6
3. Vision.....	6
3.1. The vision of the University of Miskolc.....	6
4. The strategy	7
4.1. The strategy map of the University of Miskolc.....	7
5. Strategic goals	8
5.1. Education.....	8
5.1.1. Summary	8
5.1.2. Goals, target values and actions.....	8
5.2. Research	14
5.2.1. Summary	14
5.2.2. Goals, target values and actions.....	14
5.3. Third mission	18
5.3.1. Summary	18
5.3.2. Goals, target values and actions.....	18
5.4. Institutional management, financing	21
5.4.1. Summary	21
5.4.2. Goals, target values and actions.....	21
5.5. Contribution to the objectives and aims of the European Union	25
5.5.1. Summary	25
5.5.3. Goals, target values and actions.....	25
5.6. Priority educational/training fields	30
5.6.1. Summary	30
5.6.2. Goals, target values and actions.....	30

RECTORS' FOREWORD

The present Institutional Development Plan identifies the mission and vision of the University of Miskolc between 2021 and 2024. It includes the strategic goals of the University and serves as a base for developing horizontal and vertical partial strategies in the field of internationalization, organizational and business development, human resources, marketing-communication, digitalization and health promotion.

Within the national, regional and global challenges of our time the consequences of the pandemic situation are of prime importance. Decreased mobility, digital education and the resulting financial difficulties go hand in hand with the appreciation of local education market, in which the University of Miskolc plays an important role. Our dominant region of enrolment is Northern Hungary, one of the most deprived regions of Europe and Hungary. Therefore, our role in education, training and retention is significant in the region.

In the last couple years, with the help of grants and projects, the University started to gain momentum. We are pleased to say that our University is now included in the QS World University Ranking and the Times Higher Education World University Ranking. With its complex service model, the University won an innovation prize, the number of international students at the University is rising steadily and our role as regional knowledge center is strengthened by our embeddedness in the for- and nonprofit sector. Commercial perspective and innovation ecosystem play important roles in our new mode of operation.

The Institutional Development Plan provides us with strategies for the actualization of the commitments we have made. The strategic goals are chosen as overall institutional goals and measurable objectives through which we will be able to track our progress, gearing off our existing strengths and addressing a selected set of critical challenges. In our holistic approach we wish to strengthen our research activities by the establishment of research and competence centers working on the fields of engineering and social sciences, and by building a Science Park. Based on these we wish to intensify our training and business activities that shall result in increased national, regional and international embeddedness and visibility.

Our strategic goals represent a development dashboard for which more detailed operational plans are necessary in each academic faculty and administrative division of the University. The strategy focuses on six topics: education, research, third mission, operation and financing, contribution to the goals set by the European Union and priority fields of training and education. The development and the strengthening of these pillars will lead us to remain an institution committed to quality and constant improvement.

1. THE MISSION

1.1. The mission of the University of Miskolc

With our up-to-date and high-quality educational activities carried out at the most beautiful university campus of Hungary we provide competitive knowledge. Our research results support scientific and social development.

Our commitment to social responsibility makes us sensitive to social challenges and responsive of economic needs.

We build an employee and student-centered inclusive community based on the traditions of our antecedent institution of Selmecebánya.

1.2. The mission statement of the University of Miskolc

With its diverse, interdisciplinary training programs and high-level research and development activities, the University of Miskolc, as one of the leading universities of Hungary, supports universal science and the development of Hungarian society. The mission of the University of Miskolc is carried out in co-operation with the faculty, staff and students of the institution and as a joint effort of the university and its national and international partners. The University of Miskolc:

- as a research institution and key actor of regional knowledge generation and transfer promotes and initiates the partnership of the private, business, local and national public sectors in order to carry out successful regional, national and international educational, research and development programs;
- as the North Hungarian center of education and scientific development provides education in earth science, economics, engineering, health sciences, law, humanities, materials science, musicology, pedagogy, natural and social sciences;
- offers its higher education programs in accordance with the Bologna Process;
- establishes, carries out and develops multilevel (bachelor, master, PhD) programs in Hungarian and in English;
- reflects upon the requirements of lifelong learning with its trainings, adult and continuing education courses in the forms of in-person and distance learning;
- takes the requirements of the labor market and the scientific development into account;
- expects all faculty and staff members and students to follow the values of the institution and carry out their work accordingly.

2. VALUES

2.1. The values of the University of Miskolc



Figure nr. 1: The core values of the University of Miskolc

People oriented approach

Student and faculty-oriented approach: service-based operation

Health and wellbeing: promotion of health and wellbeing

Predictability, motivation: predictable career models, continuous professional development

Personal development: professional development in alignment with the institutional goals

Devotion to the third mission

Environmental consciousness: responsibility toward sustainability and environmental protection

Equal opportunities: improvement of low achievers

Social sensitivity: devotion to the third mission

Local embeddedness: credibility, efficient cooperation with regional partners

Social utilization of scientific and educational achievements: rate of retention, economic development

Quality education

Up-to-date programs: competency-based, inter- and multidisciplinary approaches, modern methodology

Talent promotion: moral and financial support

Elite training: unique programs

Flexibility: quick reaction to environmental and economic changes, digital transformation

Educational system supporting social mobility: supporting services

Innovative research

Innovation, development: continuous development in basic and applied research

Inter- and multidisciplinary approach: synergy of related sciences

Research priorities and focal points: regional, national and international research

Reputation

Tradition: focus on the future built upon the past

Stability: clear vision, achievable goals, stable presence

Good reputation: national and international recognition, successful students

Community development

Cooperation: mutual recognition, cooperation of facilities and units

Unity: sincere communication and marketing

Cohesion: faculties, partners and ALUMNI students

Inclusive community: open, tolerant, inclusive

Effective operation

Digitalization: online systems, electronic administration

Quality: high-quality, modern programs, services and research

Transparency: transparent organization, processes and results

Dynamism: new challenges

Partnerships: value-driven professional social capital

Long-term sustainability: environmental, social and economic sustainability

3. VISION

3.1. The vision of the University of Miskolc

Tradition, innovation – the university of the future

The renewal of the University is ensured in the Green and Smart Campus concept that improves the currently existing parks and recreational areas of the campus and provides smart and sustainable services.

Our goal is to have the University of Miskolc operate as a significant regional, national and international educational and research center. We aim toward providing knowledge based on improved and adaptable professional competencies. As a dominant North Hungarian provider of human resources and a center for international students we wish to build a flexible, Miskolc-based training network.

We aim to carry out basic and applied research of national and international significance that strengthen our role as innovative knowledge center. We wish to serve the economic and social development of the region. Our main goal is to increase our international visibility and to reach higher positions in the international rankings.

We wish to increase the commercial approach within the institution by strengthening entrepreneurial activities and utilizing innovations.

In order to increase the contentment of our faculty and staff we wish to provide a clear career model. We focus on establishing a family friendly workplace that emphasizes on the importance of community and wellbeing. The institution provides high-quality health and recreational services for its employees and students and offers additional supporting services as well.

We are committed to our third mission. Our research and education activities and programs effectively work toward social inclusion. we would like to become a university that is present in the cultural scene and is opened for everyone.

Vivat Academia!

4. THE STRATEGY

4.1. The strategy map of the University of Miskolc

The strategy map of the University of Miskolc was created by using the Balance Scorecard concept. The relationship between the strategic goals is visualized by arrows.

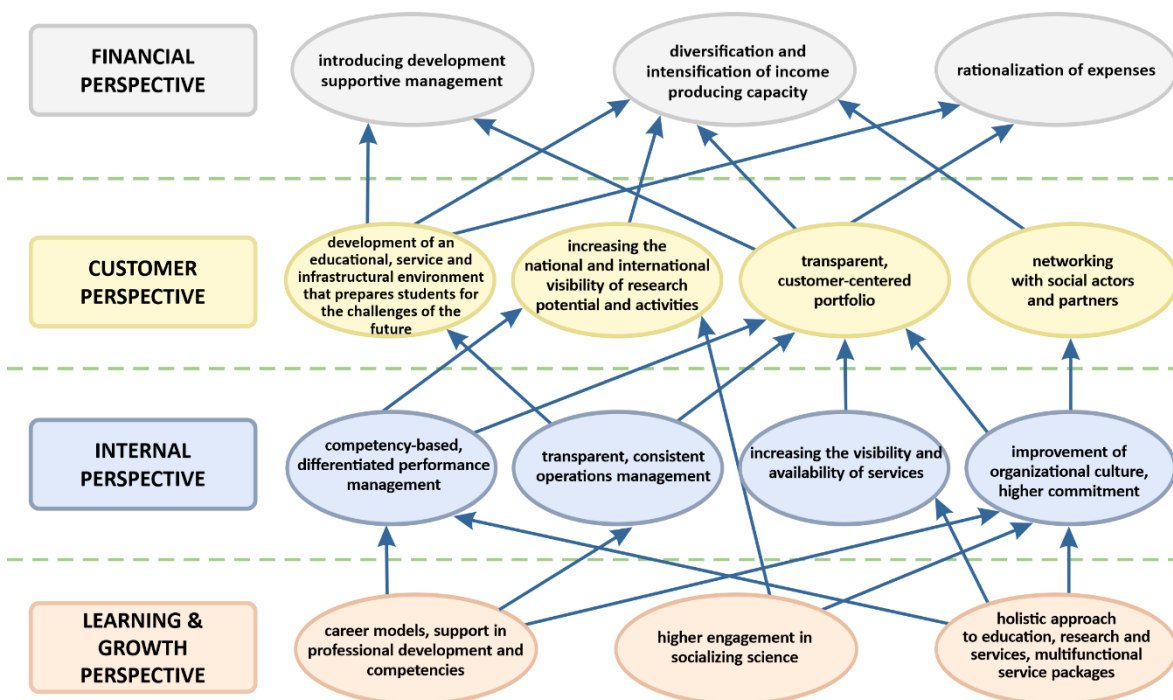


Figure 2: Strategy map of the University of Miskolc

5. STRATEGIC GOALS

5.1. Education

5.1.1. Summary

Education is the key to our long-term success. Our goal is to provide quality education, to offer programs that help us in fulfilling our vision. The University focuses on 21st century competencies, especially digital and foreign language competencies at each of its education levels and programs. We wish to strengthen our ability to meet the specific demands of our regional social and economic partners by extending our adult-education portfolio and by improving the LLL skills of our students.

Furthermore, we wish to improve our model preventing drop-out. We increase the number of bridging courses offered in critical subjects and extend the mentor system in its content, scope and field.

All students shall participate in competency assessments in order to build personal support programs. By designing and using a labor market monitoring system we ensure the continuous evaluation and improvement of our programs. Sustainable development, entrepreneurship and financial skills shall be included in all curricula.

We launch a hybrid enrolment strategy focusing on traditional and online channels. We offer preparation and bridging courses for prospective students, launch preparatory year programs for international students and develop a system that encourages enrolment.

We improve or dual and co-operative academic programs and extend the internship trainings. To acknowledge and promote academic achievements we focus on student rankings, motivation systems and talent promotion.

The digital student services include blended learning, digital administration and improvement of digital skills. Based upon needs assessments, we re-design our community spaces on campus.

5.1.2. Goals, target values and actions

STRATEGIC GOAL	INDICATOR	UNIT OF MEASURE	STARTING /TARGET VALUE	ACTIONS
Successful students	<ul style="list-style-type: none"> Graduates entering the labor market within one year of graduation 	%/year	80/90	<ul style="list-style-type: none"> modular training on labor market competencies

	<ul style="list-style-type: none"> Interdisciplinary College for Advanced Studies 	nr/term	0/1	<ul style="list-style-type: none"> increased number of foreign language training courses promoting student competitions supporting master-class participations promoting participation at the National Scientific Students' Associations Conference (OTDK) voluntary student evaluation system student rankings and incentives introduction of asynchronous learning
Equal opportunity, social mobility and accessibility	<ul style="list-style-type: none"> In-time graduation 	semester	4/2	<ul style="list-style-type: none"> flexible learning preparatory courses mentor and tutor system college for advanced studies for disadvantaged students extension of the "Teach for Hungary" program "Licensed technician" pilot program intensifying enrolment traditional and online channels preparatory year for international students
	<ul style="list-style-type: none"> preparatory courses 	nr/year	10/20	
Permeability and alternatives <ul style="list-style-type: none"> increased permeability 	<ul style="list-style-type: none"> number of students supported by permeability 	person/ term	58/110	<ul style="list-style-type: none"> ensuring permeability acceptance of students of disciplinary MA programs to teaching programs without entrance exams

<ul style="list-style-type: none"> increased alternatives 	<ul style="list-style-type: none"> number of permeable programs 	nr/year	0/2	<ul style="list-style-type: none"> channeling BA dropouts to higher education vocational trainings flexibility in changing majors
Lifelong learning, adult learning, continuing education	<ul style="list-style-type: none"> number of new community spaces demand-driven trainings modern learning environment percentage of blended learning modules in adult education Upskilling, short-term courses 	nr/term nr/year nr/term %/term nr/term	0/2 2/5 2/3 27/80 10/30	<ul style="list-style-type: none"> creating new community spaces after needs assessments input audit of training courses registration definition of modern learning environment, application of the principles introduction of blended learning modules
Labor market, local social and economic needs	<ul style="list-style-type: none"> number of training courses built upon the demands of the labor market educational cooperation with companies/institutions 	nr/term nr/year	30/50 2/5	<ul style="list-style-type: none"> harmonization of the curricula of dual and cooperative programs comprehensive training audit internship programs regular labor market surveys entrepreneurship training
International mobility of students and faculty	<ul style="list-style-type: none"> number of students participating in mobility programs 	persons/terms	41/200	<ul style="list-style-type: none"> language courses, cultural understanding courses promotion

	<ul style="list-style-type: none"> number of faculty participating in mobility programs number of visiting lecturers, researchers number of international students in part-time and full-time programs 	persons/term persons/term persons/term	51/120 11/80 356/550	<ul style="list-style-type: none"> digital mobility solutions inclusion programs international visibility easier administration review of mobility windows increased number of international partners increased mobility between strategic partners number of unique academic programs offered in a foreign language quality accommodation for visiting professors preparatory year for international students ALUMNI of international students
Student and practice centered education	<ul style="list-style-type: none"> number of courses improving practical competencies number of students in dual training and internship programs 	nr/year persons/year	3/5 260/500	<ul style="list-style-type: none"> increased digital content new teaching methodology benefits increased number of problem-oriented teaching materials complex system of upskilling competency integration of cooperative learning
Performance-based career prospects, competitive wages	<ul style="list-style-type: none"> the rate of extension of performance management 	%/term	60/100	<ul style="list-style-type: none"> introduction of a complex performance management model

<ul style="list-style-type: none"> • introduction of performance management system • creating the conditions of competitive wages 	<ul style="list-style-type: none"> • rate of extension of salary management 	%/term	0/100	<ul style="list-style-type: none"> • introduction of a complex model of salary and allowances management
Female faculty members and leaders	<ul style="list-style-type: none"> • proportion of female lecturers at STEM faculties • proportion of female researchers at STEM faculties • proportion of female employees in senior and key management positions • number of family-friendly solutions 	%/term	18/20	<ul style="list-style-type: none"> • review of the selection processes • "Girls' Day" programs • babysitting service • exploring the possibility of the establishment of a kindergarten
Educational cooperation agreements, joint (international) degree programs, mentoring, networking for the improvement of students	<ul style="list-style-type: none"> • establishment of an affiliated secondary school • number of educational cooperation agreements with new partners • joint degree programs • number of mentors • number of networks supporting learning • European University Association 	nr/term	0/1	<ul style="list-style-type: none"> • codes of conduct and operation of the affiliated secondary school • intensification of agreements (regional priority) • joint degree programs in English in the fields of engineering and social sciences • model for managing mentoring • networking services • international enrolment strategy
		nr/year	1/3	
		nr/term persons/year	0/3 15/50	
		nr/term	(3+2) /(5+5)	
		nr/term	0/1	

	<ul style="list-style-type: none">• number of summer university programs	nr/term	2/3	<ul style="list-style-type: none">• participation in the work of the European University Association
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5.2. Research

5.2.1. Summary

Besides education, research is the other key factor to the long-term success of the University of Miskolc. The University of Miskolc carries out outstanding basic and demand-driven research activities in engineering and social innovation. Research and the income coming from research ensures financial stability and growth. Through the already established Center for University-Industry Cooperation and the planned Science and Innovation Park, the University of Miskolc can significantly contribute to strengthening the economy of the region and overcoming social disadvantages.

The competitive research portfolio of the University of Miskolc helps to intensify R+D+I activities and extends our national and international industrial relations. By reviewing our grant administration and management processes and structure we can ensure the further success of our applications and projects. The establishment and successful operation of the Science and Innovation Park can give a boost to R+D+I activities in certain focus areas, such as sustainable resource management, modern materials and technologies, digital technologies and logistic 4.0. As part of the cooperation with the State Audit Office of Hungary we wish to establish a research and competency center focusing on the research of managing state-owned companies. To increase our social innovation activities, we wish to establish the Social Innovation Research and Competency Center and the Central European Research and Competency Center. Successful research activities generate income to maintain and strengthen our researcher staff. To ensure human resources for the R+D+I activities we intensify our PhD programs and seek for new possibilities of offering joint programs. High-quality research and the intensification of international publication help to make the University of Miskolc more visible in the international educational market.

5.2.2. Goals, target values and actions

STRATEGIC GOAL	INDICATOR	UNIT OF MEASURE	STARTING /TARGET VALUE	ACTIONS
Participation in building innovation competency at technology-intensive companies	<ul style="list-style-type: none"> number of joint upskilling projects Center for University-Industry Cooperation 	nr/year nr/term	0/6 1/1	<ul style="list-style-type: none"> research competency portfolio establishment of a demand-supply platform strategy for motivating R+D

Competitive research financing, generating income	<ul style="list-style-type: none"> • number of international/EU/Hungarian research projects • number of research and competency centers • Horizon Europe information desk 	nr/term nr/term nr/term	16/21 0/13 0/1	<ul style="list-style-type: none"> • renewal of application and grant management system • establishment of research and competency centers
R+D+I networks, stronger R+D+I focus	<ul style="list-style-type: none"> • number of inter-institutional R+D+I network • Regional Innovation Platform • Competency map with focus areas 	nr/term nr/term nr/term	2/4 1/1 0/1	<ul style="list-style-type: none"> • complex monitoring system for research demands • better scientific ranking for internal publications and periodicals • developments at the University Publishing Company • Inter-faculty cooperation • intensified publication activities • institutional competency map
International recognition and embedding of research activities	<ul style="list-style-type: none"> • number of articles published in international periodicals (Scopus) • participation in international research teams • number of international professors 	nr/year nr/term persons/term	360/450 20/24 0/5	<ul style="list-style-type: none"> • inter-faculty transparency of international networks • intensification of international research synergies • framework for inviting visiting professors • new methodology to measure international scientific visibility

				<ul style="list-style-type: none"> evaluation of the criteria of international rankings and action plans to achieve better results
Long-term supply of R+D+I human resources	<ul style="list-style-type: none"> proportion of lecturers with advanced degrees number of PhD graduates number of applications for cooperative PhD programs number of researchers number of prize-winning students at the National Scientific Students' Associations Conference (OTDK) number of students participating at the National Scientific Students' Associations Conference (OTDK) 	<ul style="list-style-type: none"> %/term persons/term nr/term persons/term persons/term persons/term 	<ul style="list-style-type: none"> 74/80 27/120 21/80 59/100 33/34 161/350 	<ul style="list-style-type: none"> program for future researchers increase in advanced degrees supporting services for talented students student participation in cooperative research projects
R+D+I infrastructure	<ul style="list-style-type: none"> sum of R+D+I investments number of new research areas 	<ul style="list-style-type: none"> billion HUF/term nr/term 	<ul style="list-style-type: none"> 3,4/54 0/10 	<ul style="list-style-type: none"> business plans profitability calculations online reservation system of the research infrastructure measurement of the utilization SIP labor

<p>Stronger industrial connections, innovation and industrial centers</p>	<ul style="list-style-type: none"> • number of incomes generating contracts • number of industrial property rights • number of start-ups (patent-based) 	<p>nr/years</p> <p>nr/term</p> <p>nr/year</p>	<p>40/50</p> <p>9/20</p> <p>0/1</p>	<ul style="list-style-type: none"> • education in industrial property rights • encouraging entrepreneurship activities • active communication with regional industrial actors
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5.3. Third mission

5.3.1. Summary

The University of Miskolc plays a significant role in personal and social development. The institution works toward higher rate of retention in the region, supplying human resources for the local and regional labor market and training high qualified professionals for all actors of the economy. Our goal is the support local economy, to catalyze changes and to create a socially responsible learning environment for our faculty, staff and students. Our faculties aim to carry out applied research that can be utilized in all sectors of the national economy. We believe in supporting the region with training and further/continuing education opportunities, in utilizing our knowledge capital at the service of the local and regional community. Our third mission initiatives and programs work toward social inclusion and cohesion. We wish to be an institution that is active in the cultural scene and is opened for everyone who wishes to broaden his/her perspective. To achieve our third mission objectives we launch information and publicity campaigns in-person and also in popular social media sites and platforms. To connect the past with the future we follow the “Selmec traditions” and integrate them into our community building activities.

5.3.2. Goals, target values and actions

STRATEGIC GOAL	INDICATOR	UNIT OF MEASURE	STARTING /TARGET VALUE	ACTIONS
Stronger effect on local economic development	<ul style="list-style-type: none"> increased proportion of regional companies in R+D+I projects number of dual contracts joint economic development program with the local/regional government and the Industrial Chamber of Commerce number of organizations active in the Local Innovation Platform number of short-term trainings for companies 	%/term nr/term nr/term nr/term nr/term	20/25 180/200 0/1 80/150 70/90	<ul style="list-style-type: none"> CRM system development two-level dual education concept (BA, MA) participation in creating the strategy of the Economic Development Zone of North-East of Hungary survey on adult education competencies offering short-term trainings
Stronger activity in social issues and social innovation	<ul style="list-style-type: none"> number of joint projects with social actors 	nr/term	141/181	<ul style="list-style-type: none"> establishment of the Social Innovation Research and Competency Center

	<ul style="list-style-type: none"> • number of actions and activities in relation to social challenges • training in social innovation 	nr/term nr/term	58/60 0/1	<ul style="list-style-type: none"> • implementing the research results of the Creative Region project • networking with social actors and organizations • participation at regional educational, cultural and music events • inclusion of secondary school teachers in education and research • organization of student-teacher concerts
Extended information services, free access to our knowledge	<ul style="list-style-type: none"> • renewal of the University Library, Archive and Museum • number of information and publicity programs • number of open online courses • number of environmental conscious, green actions 	nr/term nr/year nr/term nr/term	0/1 12/30 24/32 5/10	<ul style="list-style-type: none"> • renovation and renewal of the University Library, Archive and Museum • new building for the Borsod-Abaúj-Zemplén county branch of the National Archive • online access to books • online lectures • summer university programs • E-bike rental services • drinking fountains • online and in-person programs on the Researchers' Night • programs at the Senior Academy • tree planting actions
Provision of modern, accessible information contents	<ul style="list-style-type: none"> • Social innovation knowledge cloud • mobile application 	nr nr	0/1 0/1	<ul style="list-style-type: none"> • effective use of ICT (webpage, cloud, Instagram, Facebook, app, TikTok) • e-learning teaching materials on labor market competencies • full Wi-Fi
Stronger service function in the higher education for	<ul style="list-style-type: none"> • extent of digitalization 	%	25/85	<ul style="list-style-type: none"> • "Selmec Traditions" development plan • Mobile app for secondary school students

students and the local community	<ul style="list-style-type: none"> • Mentor network "From primary school to the university" • number of "The Traditions of Miskolc" programs organized by international students • number of programs in the "Open University" initiative 	nr/term nr/year nr/year	1/2 6/12 23/50	<ul style="list-style-type: none"> • e-administration • renewal of the student service infrastructure • new and renewed community spaces • career supporting services • internship market • ALUMNI platform • extension of the "OpenLab" programs • open lectures for secondary school students • organization of cultural, scientific events and festivals • start-up programs for the entrepreneurs of the future
Improvement of the education in diaspora communities	<ul style="list-style-type: none"> • number of students in talent programs • number of lecturers from diaspora communities • number of students from diaspora communities • number of advanced learning courses offered for teachers from diaspora communities 	persons/term persons/term persons/term persons/term	8/40 9/12 49/70 0/3	<ul style="list-style-type: none"> • scholarship program for students from diaspora communities • enrolment of students from diaspora communities • Makovecz Program – Carpathian Basin Mobility Program • online advanced learning courses

5.4. Institutional management, financing

5.4.1. Summary

Competitive, high-quality education cannot be achieved without introducing market principles. The University cannot be fully operated on market bases, but the current dependency on state-funding results in financial instability. The University of Miskolc is committed to the introduction of a new system of management and financing. We need to increase our R+D incomes and to decrease our expenses. To successfully carry out our public function and to improve the competitiveness of the university we need to refurbish, renovate, and modernize the buildings of the university so they can serve the needs of the 21st century. We wish to renovate all our dormitories, recreational and sport facilities. New laboratories, research and cultural facilities and accommodations shall be built. In order to increase our income a centralized sales system shall be introduced. We need to work out strategies regarding the use of renewable energies, the utilization of our buildings and also in regard of our communication. To answer the challenges of the 21st century, a higher level of digitalization in administration is also necessary. For our faculty and staff, we have to introduce a transparent, measurable, performance-based system of benefits and promotion. Loyalty and commitment are very important factors in a successful organization. To achieve our goals we need motivated and committed leaders and employees and an organizational culture that supports our values, mission and vision.

5.4.2. Goals, target values and actions

STRATEGIC GOAL	INDICATOR	UNIT OF MEASURE	STARTING /TARGET VALUE	ACTIONS
Decreasing the exposure to state financing, increasing market-based finances, stronger social and economic activity	<ul style="list-style-type: none"> increased income from tuition fees income from international programs R+D income number of joint projects with R+D+I partners number of pro bono working hours 	billion HUF or percentage/term million HUF or percentage/term million HUF/year nr/term work hours/year	1,6 billion HUF/10% (target) 854 million HUF/20% (target) 408/500 14/14 0/4000	<ul style="list-style-type: none"> targeted enrolment for part-time programs flexible learning solutions R+D strategy competency map introduction of a pro bono system entrepreneurship strategy

	<ul style="list-style-type: none"> • number of cooperation agreements • number of members in the Local Innovation Platform 	nr/year nr/term	5/8 80/150	
Asset management, renovation, development	<ul style="list-style-type: none"> • asset management concept • extent of energy saving • asset utilization income/year • costs of renovation/total income 	nr/term million HUF or % million HUF/term %	0/1 500 Million HUF/10 (target) 370/2000 2/2	<ul style="list-style-type: none"> • strategy for using renewable energy • renovation of the dormitories • high-quality accommodation at the Uni-Hotel • moving the Faculty of Arts and Humanities to the main building • plan for utilizing free capacities
Increased internal and external satisfaction	<ul style="list-style-type: none"> • renewed quality management system • number revised surveys 	nr/term nr/term	0/1 0/15	<ul style="list-style-type: none"> • renewal of the quality management system • measurement and evaluation of satisfaction (employee, external partner, graduate, R+D partner, student)
Digital administration	<ul style="list-style-type: none"> • digital strategy • proportion of digital supporting services • proportion of digital signatures 	nr/term %/term %/term	0/1 12/100 0/80	<ul style="list-style-type: none"> • digital strategy • optimization of processes • trainings in relation to the new proceedings

	<ul style="list-style-type: none"> average lead time of processes 	days	10-14/1-7	
Changes in the organizational culture	<ul style="list-style-type: none"> number of trainings for leaders number of employees participating in trainings implementing programs 	nr/year %/term nr/term	0/1 6/15 0/1	<ul style="list-style-type: none"> regular training opportunities for leaders and employees regular coaching for leaders publication of the Institutional Development Plan implementing programs
Human resources strategy	<ul style="list-style-type: none"> human resources strategy number of human resources strategic actions 	nr/term nr/term	0/1 2/8	<ul style="list-style-type: none"> human resources strategy introducing the Hay evaluation method
Lecturer/researcher career model	<ul style="list-style-type: none"> rate of the extension of lecturer/researcher career model 	%/term	0/100	<ul style="list-style-type: none"> development of lecturer/researcher career model programs for supporting young lecturers/researchers
Health promotion strategy	<ul style="list-style-type: none"> health promotions strategy number of "Healthy University" actions participating faculty and staff 	nr/term nr/term %/term	0/1 13/40 3/10	<ul style="list-style-type: none"> health promotion strategy higher availability of preventive medical screenings and medical examination more recreational facilities and programs

Removal of duplications	<ul style="list-style-type: none"> number of interventions 	nr/term	0/10	<ul style="list-style-type: none"> review of possible duplicate educational system review of the institutional structure review of the division of labor in administration and at the Student Services Center review of the administration at faculties review of the possible centralization of practical training
Simplifying internal services	<ul style="list-style-type: none"> decreasing the operational costs of supporting services and processes proportion of digital procedures proportion of digitalized library content library opening hours number of services regarding scientific metrics 	%/term	6/25	<ul style="list-style-type: none"> review of the supporting services review of rules and procedures optimization of procedures new workflow internal trainings extension of library and publishing services
		%/term	0/80	
		%/term	10/30	
		hours/day	8/12	
		nr/term	2/4	

5.5. Contribution to the objectives and aims of the European Union

5.5.1. Summary

The Institutional Development Plan of the University of Miskolc aligns with the objectives and aims of the European Union. We put emphases on the need of reviewing our educational contents and methodology, the development of new competencies, infrastructural investments, and the renewal of our modes of operation along the guidelines of the European Union. Our “Smart University” concept familiarize students with artificial intelligence, automatization, AR and VR, gamification, blockchain, data science/data management, cloud services, HPC and 3D printing. Digital literacy requires competencies like experimenting, entrepreneurial skills, innovation, critical thinking, problem solving skills, STEM and IT knowledge. The University aims to help its faculty, staff and students acquire these competencies and skills. Smart specialization, innovation, circular economy and industry 4.0 are key concepts in today’s society and economy. We plan to participate in an increasing number of R+D+I programs and projects and to establish new research and competency centers that meet the requirements of the 21st century. The balance between work and private life, the establishment of family friendly workplaces, the support of students raising children or studying beside employment are essential for the wellbeing of our community. We wish to introduce student services that support these goals and create a working environment that encourages creative and innovative thinking. The competency development of disadvantaged and underrepresented groups is very important for the University of Miskolc. The institution is situated in a deprived region which strengthen our commitment to social inclusion and social responsibility. Lifelong learning ensures continuous professional improvement. The University of Miskolc encourages students to engage in continuous training and to work in teams. We are also committed to the constant professional advancement of our faculty and staff. Universities have a key role in reaching the sustainable development goals, training responsible citizens and decision-makers. Sustainability is part of all our procedures and codes of operation. We wish to focus on building new international partnerships and extending our international network in order to meet the requirements of the globalized world. . All institutional development goals serve the fulfillment of RFF targets: digitalization, energy efficiency (energetic renaissance, use of renewable energy), the increase of RDI potential and the emphasis on economic development have a significant presence in our educational, research innovational and service provisional development goals.

5.5.3. Goals, target values and actions

STRATEGIC GOAL	INDICATOR	UNIT OF MEASURE	STARTING /TARGET VALUE	ACTIONS
Improving digital competencies	<ul style="list-style-type: none"> learning materials/courses on digital skills 	%/term	8/60	<ul style="list-style-type: none"> competency tests measuring digital competencies institutional action plans

	<ul style="list-style-type: none"> number of digital training courses for employees 	nr/term	10/30	<ul style="list-style-type: none"> special competency development courses for students and lecturers specialized competency courses for employees (Neptun, SAP, database software, SPSS, electronic administration)
Training in smart specialization, innovation management, entrepreneurial skills, innovative business models	<ul style="list-style-type: none"> number of modules and courses on labor market competencies number of innovation-centered training courses number of programs in circular economy multidisciplinary programs initiated by industrial actors 	nr/year	0/8	<ul style="list-style-type: none"> advanced training program in research and innovation management research and innovation engineering program circular economy advanced training program climate protection advanced training program social innovation advanced training program social innovation short-term educational program social innovation mentor training program environmental protection compliance advanced training program
Equal work opportunity, balance of work and private life, flexible working schedule, family-friendly higher education	<ul style="list-style-type: none"> family friendly work environment accommodation for young researchers and lecturers 	nr/term	0/1	<ul style="list-style-type: none"> accommodation for young researchers and lecturers to help them at the beginning of their career babysitting services
		nr/term	0/1	

				<ul style="list-style-type: none"> exploring the possibilities of the establishment of a kindergarten introduction of flexible working hours creating family friendly work environment
Support for disadvantaged and underrepresented groups	<ul style="list-style-type: none"> mentor programs for students of special needs social mobility trainings 	nr/term nr/year	2/4 0/8	<ul style="list-style-type: none"> mentor programs for disadvantaged and underrepresented groups scholarship for disadvantaged and underrepresented students mentor program for professional athletes (MEAFK, DVTK) improvement of cultural consciousness
Training in the development of key competencies for all employees and students	<ul style="list-style-type: none"> courses and trainings in key competencies (communication, cooperation, problem solving, reasoning, creativity, learning, leadership skills, motivation, decision-making) 	%/year	16/70	<ul style="list-style-type: none"> competency survey within the target groups trainings in labor market competencies job and career fairs
Improvements of teaching and learning methods, evaluation, validation	<ul style="list-style-type: none"> number of trainings for lecturers number of foreign language courses for lecturers 	nr/year nr/year	1/1 3/5	<ul style="list-style-type: none"> horizontal extension of teaching methodology skills improvement of presentation and communication skills

				<ul style="list-style-type: none"> improvement a publication skills in foreign languages student satisfaction surveys
Promoting adult learning through advanced training and continuing education	<ul style="list-style-type: none"> adult education strategy structured survey of the training needs of economic/social actors 	nr/year nr/year	0/1 0/1	<ul style="list-style-type: none"> adult education strategy larger adult education portfolio adult education competency map
Infrastructural development	<ul style="list-style-type: none"> interactive infrastructure in classrooms and lecture halls Wi-Fi coverage online conference rooms infrastructural development in the Sándor Ferenczi Vocational School 	%/term %/term nr/term nr/term	14/30 45/100 0/8 0/2	<ul style="list-style-type: none"> language laboratory language and IT classroom in the Sándor Ferenczi Vocational School
Engagement in environmental, economic, and social issues, sustainable development pilot projects and curricula	<ul style="list-style-type: none"> integration of sustainable development principles into the curriculum 	%/term	7/30	<ul style="list-style-type: none"> Climate Policy and Climate Adaptation Research and Competency Center Programs organized on Earth Day and Water Day Green University concept

	<ul style="list-style-type: none"> educational program in climate protection and climate adaptation number of research on social issues extension of the “Tudásvár” project 	nr/term	0/2	<ul style="list-style-type: none"> horizontal integration of sustainable development principles “Green Future” – The University of Miskolc for a Climate Neutral Europe pilot project “Livable Future” – The University of Miskolc for social sustainability pilot project “Smart Future” – The University of Miskolc for economic sustainability pilot project
		nr/term	4/10	
		nr	0/1	

5.6. Priority educational/training fields

5.6.1. Summary

In 2016 the “Gear shifting in higher education” medium term strategy defined educational fields of prime importance to the national economy. Apart from agricultural programs, the University of Miskolc offers academic programs in all of these fields. The improvement of these programs, health science, social studies, natural sciences, engineering, informatics, economics and pedagogy, is part of the short-, medium-, and long term strategies of the University. The University of Miskolc can fulfill its goal of being an innovation ecosystem only if it becomes the catalysator of social and economic development in the region. Our Earth Sciences and Engineering, Materials Science and Engineering, Mechanical Engineering and Informatics, Economics, Arts and Humanities and Health Sciences faculties offer academic programs prioritized in the national strategy, but also our Faculty of Law and the Bartók Béla Music Institute play very important role in the education and training of highly qualified professionals. The broad educational palette of the University serves as a great basis for inter- and multidisciplinary programs. It is our strategic goal to maintain the high quality of education in our existing academic programs and to develop new degree programs at each of our faculties.

5.6.2. Goals, target values and actions

STRATEGIC GOAL	INDICATOR	UNIT OF MEASURE	STARTING /TARGET VALUE	ACTIONS
Health Sciences	<ul style="list-style-type: none"> improvement of the existing academic programs based on the results of the Bologna revision 	%	100	<ul style="list-style-type: none"> healthcare administration management specialization at the healthcare manager BA program healthcare engineering degree program advanced practice nurse MA program physiotherapist MA program advanced health visitor MA program radiographer MA program
	<ul style="list-style-type: none"> organizational development 	nr	0/1	
	<ul style="list-style-type: none"> new degree programs 	nr	10	
Social Sciences	<ul style="list-style-type: none"> improvement of the existing academic programs based on the results of the Bologna revision 	%	100	<ul style="list-style-type: none"> strengthening the social networks HR development in the social work BA program social innovation advanced training program

	<ul style="list-style-type: none"> new degree programs 	nr	1	
Natural Sciences	<ul style="list-style-type: none"> improvement of the existing academic programs based on the results of the Bologna revision new degree programs 	%	100	<ul style="list-style-type: none"> expert in geoinformatics MA program
Engineering	<ul style="list-style-type: none"> improvement of the existing academic programs based on the results of the Bologna revision feasibility study 	%	100	<ul style="list-style-type: none"> HR development company audit of existing programs optimization of the educational palette sound engineering BA program info-bionics engineering BA program process engineer for raw material production MA program additive technologies advanced training program circular economy advanced training program, settlement management advanced training program space material specialization in materials science BA program revision of the energy engineer BA and MA programs climate protection advanced training program fire safety engineer advanced training program mechanical engineering and computer science engineer BA program in English
Informatics	<ul style="list-style-type: none"> improvement of the existing academic programs based on the results of the Bologna revision 	%	100	<ul style="list-style-type: none"> establishment of the Faculty of Informatics HR development revising the educational portfolio harmonization with the advanced technician training

	<ul style="list-style-type: none"> organizational development new degree programs 	nr	1	<ul style="list-style-type: none"> interdisciplinary program in informatics data science degree program industrial information engineering degree program
Economics	<ul style="list-style-type: none"> improvement of the existing academic programs based on the results of the Bologna revision new degree programs 	%	100	<ul style="list-style-type: none"> cooperative educational program in economist in business administration and management BA program joint degree program in English (MBA) economist in data analysis BA program engineering manager MA program financial manager MA program (2 semesters) economist in regional and environmental economic studies MA program sales manager MA program (2 semesters)
Teacher training/pedagogy	<ul style="list-style-type: none"> improvement of the existing academic programs based on the results of the Bologna revision new degree programs establishment of an affiliated secondary school 	%	100	<ul style="list-style-type: none"> HR development extending our teacher training portfolio (natural sciences and informatics: mathematics, physics, chemistry, biology, physical education) advanced training in relation to the special needs educator program teacher training for student of disciplinary MA programs advanced training programs establishment of an affiliated secondary school
Arts and Humanities	<ul style="list-style-type: none"> improvement of the existing academic programs based on the results of the Bologna revision new degree programs 	%	100	<ul style="list-style-type: none"> HR development psychology BA program digital humanities BA program
		nr	2	

Legal Science	<ul style="list-style-type: none"> improvement of the existing academic programs based on the results of the Bologna revision new degree programs 	%	100	<ul style="list-style-type: none"> Central European law program (LLM in English) review of postgraduate legal studies programs legal psychology advanced training program environmental compliance advanced training program legal translator LLM program (English, German) Central European comparative law PhD program in English
Musicology	<ul style="list-style-type: none"> improvement of the existing academic programs based on the results of the Bologna revision new degree programs 	%	100	<ul style="list-style-type: none"> HR development English degree programs contemporary music BA program music therapist advanced training program
Sport Science	<ul style="list-style-type: none"> improvement of the existing academic programs based on the results of the Bologna revision new degree programs 	%	100	<ul style="list-style-type: none"> sport management BA program