



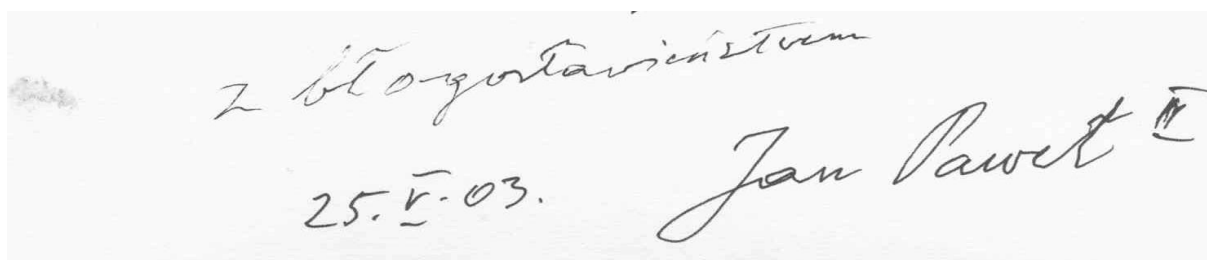
UNIWERSYTET ROLNICZY
im. Hugona Kołłątaja w Krakowie

STRATEGY
of the University of Agriculture in Krakow
for the years 2021 – 2025

Krakow, June 2021

In these times of profound changes, the message formulated by our predecessors
back in 1903 continues to hold true. Thus, may our University remain a
SANCTUARY OF LOVE OF GOD, HOMELAND, SCIENCE

with blessings
John Paul II



2 Biogorowińskiemu
25. V. 03. Jan Paweł II

1. Mission of our University

The University of Agriculture in Krakow is a public academy providing tertiary education, conducting specialist research and educational activity in the fields of agriculture, food industry, forestry, environmental protection and environmental engineering, in all their functional aspects, i.e. natural, technical, social and economic. The University expands and popularizes knowledge, creates innovation aimed to promote food safety and climate neutrality, improve the competitive advantage of an economy sector based on biological materials and processes, in response to emerging challenges to society and civilization. The University of Agriculture operates on a European scale, continually improving its processes, and is positioned to influence especially the region of Central Europe. The University's potential is used in research and implementation projects, in educational activity, based on cooperation with businesses, social organizations, state administration, local government units, and on continually developed international cooperation with leading academic centres in the European Union and worldwide.

Agricultural by name, the University educates human resources not only for the agricultural and forestry sectors, but also for the entire food economy and agribusiness, paying special attention to acquiring knowledge based on current scientific achievements, to learning skills from the latest technical solutions and technologies included in the educational process, to developing social competences with consideration of the dynamics, variability and variety of transformations affecting our civilization. Due to these guidelines, our graduates become creative and accountable members of society.

We draw inspiration from the heritage and centuries-old tradition of the Jagiellonian University where agricultural education at an academic level began in 1890. Our academic community is provided with an inspiring example of intellectual attitude by Hugo Kollataj after whom the University of Agriculture is named, and who was famous as a collaborator of the Commission of National Education, the great reformer of Krakow Academy and a pioneer in promoting the idea of an Agricultural Department.

Following in this tradition, the University of Agriculture completes its principal tasks of expanding knowledge, improving the scientific level of its scholars, educating research staff and students in the spirit of respect to academic values and responsibility for the ideas of humanism, freedom and tolerance, maintaining ethical standards, promoting openness to people, knowledge and the world. It is the responsibility of today's and future generations of scholars, graduate and postgraduate students to preserve the memory of researchers and teachers who contributed to the development of the University of Agriculture.

2. Strategic goals

The University's strategic goals are derived from the supreme aim: to develop its research and teaching potential and use that potential efficiently, which is conditional on continual improvement of our processes. The University's resources and offer are oriented especially towards solving the problems of widely understood agribusiness sector and rural areas, and this is reflected in our motto: "natUrAlly the best".

Pursuing its supreme aim, the University develops and improves a platform of cooperation in research, responding to the needs of a dynamically growing economy and of society, and enhances its teaching offer adapting it to current and forecast changes in the labour market. This attitude also enables us to address challenges indicated by institutions and organizations established to protect the natural environment and to promote sustainable growth of local, national and international communities.

Research and development (R&D) has been identified as the University's top priority, and is understood as creative activity consisting of scientific research and development work, conducted systematically to expand the body of knowledge and use it to conceive new applications. Thus, our University plays its roles as a creator of knowledge and innovation and a supplier of excellence. Considering the complex nature of our projects, the great extent of our activity, we have developed a strategy for the University outlining five perspectives with their defined success factors and functional strategies, measures and indicators of success and risk. The functional strategies that constitute each of the adopted perspectives are implemented at the University by responsible strategic-level managers.

A. The perspective of science and innovation

Responsible function: Deputy Rector for Science

The University as a leading scientific centre, conducting interdisciplinary research and expanding knowledge, and implementing solutions based on knowledge.

Success factors:

High-level scientific activity

Functional strategies:	<ul style="list-style-type: none"> – Increasing the number and quality of studies published in scientific journals characterized by the highest bibliometric indices (impact factors). – An increased effectiveness in acquiring funds allocated to scientific research, including funds obtained in international competitions, such as grants from the European Research Council (ERC), research and innovation projects, and innovation projects (of the IA and RIA types) in European Union's framework programmes for research and innovation.
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A.2. Reputation and the high quality of science, and its strong impact

Functional strategies:	<ul style="list-style-type: none"> – Greater involvement of University staff in the proceedings of prestigious bodies influencing science and public opinion. – An increased effectiveness in acquiring funds for fundamental research and applied research, conducted in cooperation with businesses. – Increased activity of University staff in the field of knowledge transfer to the economy.
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A.3. A high level of commercialization and implementation resulting from R&D activity

Functional strategies:	<ul style="list-style-type: none"> – Improving the academic system designed to promote innovation and entrepreneurship. – Adapting the University’s research offer to the current needs of the social and economic environment. – Developing the R&D activity in interdisciplinary research teams proposing comprehensive solutions to problems encountered by businesses.
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Success measures and indicators:

1. The position gained in renowned international and national rankings – classification in the group of top 1/3 of national universities.
2. Ranking of scientific disciplines that are covered by evaluation of research activity at the University – at least 1/3 of disciplines in category A.

Assumptions:	<ul style="list-style-type: none"> – Conducting research in the fields identified by the University as priorities, considering the most recent global trends in science and technology, e.g. Agriculture 4.0 and Industry 4.0. – Increased participation of the best national and foreign specialists in research projects conducted at the University. – A greater number of scholars doing their scientific internships in advanced research centres. – Supporting researchers in their forming of interdisciplinary research teams, especially in the fields identified as priorities at the University.
Risks:	<ul style="list-style-type: none"> – Limitations to the financing of science and its dependence on economic and political conditions. – Limitations to the growth of scientific staff due e.g. to the decreasing number of students. – Human resource flight to businesses that offer better working conditions.

B. The perspective of education

Responsible function: Deputy Rector for Education

A university that educates human resources gaining a strong position on the labour market, people who hold skills and knowledge as well as social competences fully responding to the growth needs of today’s economy.

Success factors:

B.1. The high level of education

Functional strategies:	<ul style="list-style-type: none"> – Increased participation of external specialists, including people from advanced industrial enterprises, in the educational process. – An increased number of internships and diploma theses done in cooperation with strategic partners.
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B.2. An advanced educational process adapted to the rapidly changing conditions and needs of the external environment

Functional strategies:	<ul style="list-style-type: none"> – Developing and modernizing resources and infrastructure used in the educational process, employing methods based on digital solutions. – Developing flexible study programmes that promote individualized acquisition of competences, based on case analyses and teamwork. – Increased participation of strategic partners in developing and updating study programmes.
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B.3. Effective relationships and cooperation with institutions engaged in education in the entire value chain

Functional strategies:	<ul style="list-style-type: none"> – Gaining a high position of the University as an important link in the educational value creation chain. – Developing postgraduate courses of study and other forms of specialist education. – Developing methods of knowledge popularization in society, especially at various levels of education of children, young people and adults.
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Success measures:

1. The effectiveness of education is given by the success measure calculated as the ratio ‘number of graduates/number of those admitted’ – achieving an indicator > 75%.
2. Maintaining an optimum relationship between the number of academic teachers and students plus doctoral students – achieving an indicator of 1 teacher per 11÷13 students, including doctoral students.

Assumptions:	<ul style="list-style-type: none"> – Intensified promotional campaigns and continual expansion of cooperation with secondary schools. – Increasing the attractiveness of our teaching offer in response to the needs of the labour market and trends in social behaviours. – Increasing the effectiveness of the education quality assurance system. – Increased participation of strategic partners in developing student competences. – Expanding the offer and range of various education forms by cooperation with organizations that are closer to the market (<i>extension</i>).
Risks:	<ul style="list-style-type: none"> – Demographic conditions and the declining importance of agriculture in GDP aggregates in Poland and Europe. – An unstable financing system of higher education and various forms of continued education.

C. The perspective of international expansion

Responsible function: Deputy Rector for International Cooperation

A university recognized in the European research and education environment, with an important international position, conducting activity that responds to global challenges in cooperation with renowned foreign research centres.

Success factors:

C.1. Recognition of the University brand on an international scale

Functional strategies:	<ul style="list-style-type: none"> – Obtaining international certificates and accreditations. – Expanding institutional cooperation in the promotion of our research and
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	educational offer, using projects carried out at the University for the purposes of promotion of its brand.
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C.2. Effective cooperation with renowned world scientific centres

Functional strategies:	<ul style="list-style-type: none"> – Undertaking continual initiatives in line with cooperation agreements made with foreign research and education centres. – Increased involvement in international projects, including strategic partnerships. – More international educational process, e.g. by courses of study developed jointly with a foreign partner.
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C.3. A great extent of international exchange of students, doctoral students and scholars

Functional strategies:	<ul style="list-style-type: none"> – Increasing the effectiveness in acquiring funds allocated to programmes that support international cooperation. – Increased mobility of students and doctoral students as part of international exchange programmes. – An increased number of internships done by scholars as part of international cooperation projects.
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Success measures and indicators:

1. Participation of University staff in research and educational projects conducted together with foreign partners – achieving an indicator > 20%.
2. Proportion of students participating in international courses of study – achieving an indicator > 10%.

Assumptions:	<ul style="list-style-type: none"> – Continual offer extension in cooperation with international institutions and universities and scientific institutes. – Expanding the offer of cooperation with institutional partners that play a key role in solving international problems. – The ministry will allocate growing funds to supporting international cooperation and exchange, to be disbursed through financing institutions. – A greater importance of international exchange and cooperation in academic promotion of university teachers.
Risks:	<ul style="list-style-type: none"> – Long-time global economic slowdown and the risk posed by restricted mobility of students, doctoral students and scholars. – Fears experienced by students, doctoral students and scholars in relation to their mobility – psychological and community factor.

D. The perspective of social development

Responsible function: Deputy Rector for General Affairs

A university that plays a key role on a regional and national scale as an institution and social partner capable of responding to current challenges to the economy and civilization.

Success factors:

D.1. A key partner in cooperation with social entities and public administration

Functional strategies:	<ul style="list-style-type: none"> – Increased involvement of the University in activities of public organizations and institutions. – Improving competences of human resources, encouraging them to initiate cooperation with social and economic entities and to meet challenges to civilization.
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D.2. A stimulating effect on regional and national growth, considering sustainable use of environmental resources

Functional strategies:	<ul style="list-style-type: none"> – Creating platforms for institutional cooperation and opinion sharing. – Promoting solutions aiming at sustainable growth and environmental protection. – Pro-active participation in resolving regional and national problems for civilization.
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D.3. Highly favourable social perception of the University’s activity

Functional strategies:	<ul style="list-style-type: none"> – Pro-active marketing of the University and improved effectiveness of information message. – Wider use of advanced information channels. – Building an image of the University based on the achievements of its scholars, students and graduates.
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Success measures and indicators:

1. The effect of scientific activity on social and economic processes – achieving over the period of implementation of this strategy an indicator of more than 12 projects, including at least 2 exerting an international impact.
2. Participation of University staff in projects aimed to popularize science carried out in cooperation with social entities and public administration – achieving an indicator > 10%.

Assumptions:	<ul style="list-style-type: none"> – A more important role of the University as a scientific and teaching institution influencing social development of the region and country. – More effective acquisition of institutional partners that play a key role in solving regional and national problems. – Improving the effectiveness of promotional actions and encouraging closer cooperation with graduates.
Risks:	<ul style="list-style-type: none"> – Economic crisis and the absence of stable economic policy. – Assessments of achievements of the University and its scholars do not include efforts aimed at social development. – Limitations to the financing of projects aimed to popularize science and promote our activity.

E. The perspective of capital expenditures and finance

Responsible function: Chancellor

A university with stable financing, possessing resources supporting durable and sustainable growth of its potential that is required to develop its intellectual capital.

Success factors:

E.1. Effective management of human resources, physical assets and finances of the University

Functional strategies:	<ul style="list-style-type: none"> – Full informatization and integration of information flow and document flow processes. – Implementing and improving a system designed for the monitoring, management and assessment of the effectiveness of resource utilization based on a budgeting and controlling IT system.
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E.2. Adapting the level and structure of assets to strategic development plans of research, teaching and economic activities

Functional strategies:	<ul style="list-style-type: none"> – Introducing a system of open access to research and teaching infrastructure. – Concentrating research activity in a network of modern laboratories available to the entire University. – Improved efficiency of implemented economic processes.
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E.3. Maintaining financial liquidity

Functional strategies:	<ul style="list-style-type: none"> – Efficient finance and resource allocation management. – Improved planning processes of capital expenditures and renovation. – Improving the effectiveness of the public procurement system.
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Success measures and indicators:

1. The utilization level of research and teaching infrastructure – achieving an indicator of more than 75% of maximum capability.
2. The plan of projects and their financing implemented with preserved financial liquidity of the University – achieving an indicator of less than 5% deviation of performance from the plan.

Assumptions:	<ul style="list-style-type: none"> – Maintaining a sound structure of human resources adapted to research, teaching and organizational tasks being completed. – Rational growth of the research and teaching potential with financial liquidity of the University maintained. – Creating and using resources rationally; continual improvement of their productivity. – Actually effective planning and control of process costs.
Risks:	<ul style="list-style-type: none"> – Activity of the University made dependent on the national economy and variable political assumptions. – Lacking stable state policy on financing science and tertiary education, and limitations to management of own financial resources. – Problems in developing a consistent work evaluation system.

3. Key success factors

A. The perspective of science and innovation

A.1. High-level scientific activity

Success measures	Goals	Risks
Recognition of scientific achievements, measured using the values of bibliometric indices of scientific studies.	<ul style="list-style-type: none"> – Value of the h-index for the University > 78. – Number of citations of studies in publications issued in any year > 70 000. – Average annual score per scholar > 100. 	<ul style="list-style-type: none"> – Limitations to the financing of science. – Limitations to the growth of scientific staff due e.g. to the decreasing number of students, and reduced interest in research work among the best students.

A.2. Reputation and the high quality of science, and its strong impact

Success measures	Goals	Risks
Funds obtained for R&D and research conducted to order or in cooperation with business and social entities.	<ul style="list-style-type: none"> - Average annual increase in the value of acquired funds allocated to research conducted to order > 5%. - Average annual increase in the value of funds allocated to R&D projects and acquired by way of competitions > 	<ul style="list-style-type: none"> - Durable economic slowdown entailing a reduction in expenses on R&D in the economy.

A.3. A high index of commercialization and implementation resulting from R&D activity

Success measures	Goals	Risks
Value of transfers of research results and innovative technologies to the economy.	<ul style="list-style-type: none"> - Achieving an indicator of innovation transfer to the economy reaching 10% of acquired funds allocated to research conducted to order. 	<ul style="list-style-type: none"> - Durable economic slowdown. - No interest in innovation.

B. The perspective of education

B.1. The high level of education

Success measures	Goals	Risks
<p>Results of education quality evaluation conducted by the Polish Accreditation Committee and foreign accreditation institutions.</p> <p>An assessment of education level based on opinions expressed by students and graduates, and opinion-forming bodies.</p>	<ul style="list-style-type: none"> - Favourable results of education quality evaluation. - Favourable opinions expressed by students and graduates exceed 90%. - High positions in national rankings and listing of the University in renowned international rankings. 	<ul style="list-style-type: none"> - A small number of completed questionnaires – a weak basis for concluding.

B.2. An advanced educational process adapted to the rapidly changing conditions and needs of the external environment

Success measures	Goals	Risks
	<ul style="list-style-type: none"> - A target of > 20% proportion of classes 	

<p>Classes enabling students to individually develop their competences, held with the participation of strategic partners.</p> <p>Classes employing innovative methods and digital tools, including classes held together with strategic partners.</p> <p>Diploma theses completed to orders placed by enterprises and institutions.</p>	<p>enabling students to individually develop their competences, also by way of teamwork, in study programme ECTS.</p> <p>– A target of > 20% proportion of classes included in study programmes and held using innovative methods and digital tools.</p> <p>– A target of > 50% proportion of diploma theses completed to orders placed by enterprises and institutions.</p>	<p>– Limited funds available to the University and no financing from external sources.</p>
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B.3. Effective relationships and cooperation with institutions engaged in education in the entire value chain

Success measures	Goals	Risks
<p>Educational initiatives undertaken by the University to orders placed by external organizations, in cooperation with them.</p> <p>People attending postgraduate courses of study and other forms of specialist education.</p>	<p>– Annual increase by at least 1 initiative in the number of educational projects carried out to orders placed by other entities.</p> <p>– Annual increase by 5% in the number of people attending postgraduate courses of study and other forms of specialist education.</p>	<p>– No funds available that could be allocated to educational projects.</p> <p>– No proposal of cooperation received from educational institutions.</p> <p>– Financial problems among people interested in continuing education.</p>

C. The perspective of international expansion

C.1. Recognition of the University brand on an international scale

Success measures	Goals	Risks
<p>International certificates and accreditations.</p> <p>Institutions, scholars and people interested in the offer of cooperation and international exchange.</p>	<ul style="list-style-type: none"> - Obtaining at least 2 international accreditations. - An increase in the number of procedures aimed to obtain accreditations and certificates by 20% at the end of strategy implementation period. 	<ul style="list-style-type: none"> - Institutional limitations to international exchange. - Insufficient command of a foreign language. - Economic slowdown and a reduction in expenses from the University budget on costly international projects.

C.2. Effective cooperation with renowned world scientific centres

Success measures	Goals	Risks
<p>International projects involving strategic partners.</p> <p>Active international agreements with foreign entities.</p> <p>Study programmes developed in cooperation with international partners.</p>	<ul style="list-style-type: none"> - An increase by 20% in the number of new partnerships and international agreements made. - An increase by 25% in the number of international agreements and their renewals in the strategy implementation period. - Each faculty includes in its educational offer at least one course of study (major) taught in English. 	<ul style="list-style-type: none"> - Institutional limitations to international exchange. - Economic slowdown and a reduction in expenses from the University budget on costly international projects.

C.3. A great extent of international exchange of students, doctoral students and scholars

Success measures	Goals	Risks
<p>Students, doctoral students and University scholars participating in international exchange.</p> <p>Scholars from abroad participating in research and teaching projects at the University.</p>	<ul style="list-style-type: none"> - Achieving an indicator of 100% of doctoral students and 10% of graduate students participating in international exchange. - An increase by 20% in the number of scholars participating in international exchange 	<ul style="list-style-type: none"> - Institutional limitations to international exchange. - Economic slowdown and a reduction in expenses from the University budget on costly international projects.

	<ul style="list-style-type: none"> - An increase by 10% in the proportion of scholars from abroad participating in research or teaching projects at the University. 	
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D. The perspective of social development

D.1. A key partner in cooperation with social entities and public administration

Success measures	Goals	Risks
<p>Projects popularizing science organized and carried out together with strategic partners.</p> <p>Acquired funds allocated at the University to projects popularizing science.</p>	<ul style="list-style-type: none"> - An increase in the number of projects carried out together with strategic partners by 1 project annually. - Aiming to have all University's projects popularizing science fully financed from external sources – 100%. 	<ul style="list-style-type: none"> - The need of continual modification of the cooperation offer, generating high costs of market research. - Projects popularizing science are not considered in assessments of the University.

D.2. A stimulating effect on regional and national growth, considering sustainable use of environmental resources

Success measures	Goals	Risks
<p>Participation in expert panels.</p> <p>Solutions aiming at sustainable growth and environmental protection.</p>	<ul style="list-style-type: none"> - At least 1 scholar per department works with an expert panel - Proposing new expert opinions and demonstrative or implementation solutions, at least 1 annually per department. 	<ul style="list-style-type: none"> - Considerable dependence of activities of expert panels on political goals. - Publication of expert opinions made conditional on their results.

D.3. Highly favourable social perception of the University's activity

Success measures	Goals	Risks
<p>The effectiveness and efficiency of University's marketing actions and information activity.</p>	<ul style="list-style-type: none"> - A steady increase by 10% annually in the range of information understood as the number of people or institutions in a target group that are reached 	<ul style="list-style-type: none"> - Imperfection of the system designed to monitor marketing and information actions, and ubiquitous information chaos. - Problems with assessing return on investment in University's information and promotional actions.

	<p>by the information message.</p> <ul style="list-style-type: none"> - A steady increase in the index of questions from target groups by 10% annually. - A steady increase in the participation of graduates in projects aimed to build a favourable image of the University by 10% annually. 	
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E. The perspective of capital expenditures and finance

E.1. Effective management of human resources, physical assets and finances of the University

Success measures	Goals	Risks
High productivity of available human resources and physical assets.	<ul style="list-style-type: none"> - Aiming to use to a maximum the availability time of laboratories and research apparatus > 75%. - More precise forecasting of the teaching load (vs actual teaching hours) > 95%. - More precise forecasting of outputs produced by various University organizational units > 95%. 	<ul style="list-style-type: none"> - Common aversion to cooperation. - Limitations to the financing of science and fierce competition among academic units. - Adverse demographic conditions and two-level education encouraging changes in courses of study (majors). - Declining importance of education in the areas of agriculture, food economy and natural environment. - Problems in developing a consistent work evaluation system.

E.2. Adapting the level and structure of assets to strategic development plans of research, teaching and economic activities

Success measures	Goals	Risks
Capital expenditures and renovation projects made conditional on forecast development of University's research, teaching and economic projects.	<ul style="list-style-type: none"> - Aiming to implement all adopted capital expenditure and renovation plans to a maximum extent > 90%. - Improved precision of public procurement planning > 95%. 	<ul style="list-style-type: none"> - Variation in economic condition of individual industries in the economy. - Weak awareness among research and teaching staff of the importance of planning in effective project management.

E.3. Maintaining financial liquidity

Success measures	Goals	Risks
Highly efficient finance and resource allocation management.	<ul style="list-style-type: none">- Aiming to maintain the optimum level of financial liquidity indices.- Aiming to optimally use various accounts and money deposited in them > 95%.	<ul style="list-style-type: none">- The financing of University's activity considerably dependent on the state budget.- Varying and growing limitations to public finance management.

4. Conclusion

To achieve the desired high effectiveness of its operations, the University must have in place an efficient management system that promotes successful attainment of goals, based on efficient use of available human resources, physical assets and funds. Human capital is a strategic resource at each university as an asset capable of acquiring, collecting, processing and selecting information. Thus, human capital is the owner of knowledge that affects not only the scientific and educational position of the University, but also provides a basis for decision-making and problem solving at all management levels. Finally, it also includes motivation kept by scholars, graduate students and doctoral students who are capable of responding to challenges to the economy and society.

The key success factors set out the most important conditions, understood as development goals that the University must attain or work towards to effectively accomplish its mission and vision. Our attainment of development goals depends to a certain extent on external factors, but also provides a measure of effectiveness of our strategy. The key success factors refer to both external and internal conditions; consequently, the University management process must utilize information about the effects of our research and teaching activity, being systematically measured by national and international institutions, convergent to a defined rating. Only a database created in line with the above rules can provide reliable information supporting decision-making, also in strategic matters. However, University's success does not depend on mere measures and indicators, but on the attitude of each member of the University community – their readiness to meet challenges, integrity and creativity, knowledge, social skills and competences enabling them to establish healthy relationships among themselves.