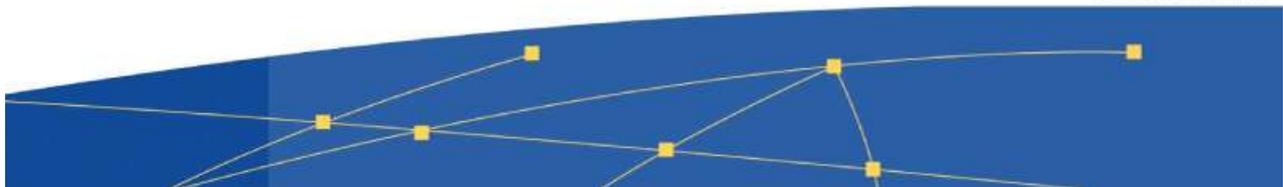




EUniverCities

EUniverCities

LAP - Local Action Plan for City of Lublin



Projekt współfinansowany ze środków Europejskiego Funduszu Rozwoju Regionalnego
European Programme for Sustainable Urban Development

EUniverCities

LAP - Local Action Plan for City of Lublin

Author: Marcin Skrzypek

Project Coordinator: Maciej Zaporowski

Project Support Office: Wiktoria Herun, Dominika Łuczka

Contents

Introduction

Ideas

1 Ideas concerning continuation of the project after its completion

- 1.1 Organizationally reinforce the Municipal Office section for city-university cooperation
- 1.2 Consciously create an environment of 'leaders of change', reformers and mediators for city-university cooperation
- 1.3 Develop new forms of city-university partnership through grassroots work
- 1.4 Create action scenarios for ideas that require coordinated actions of many partners and connect the ideas into cause and effect scenarios

2 Cooperation platform

- 2.1 Perform a SWOT-like analysis to verify the ideas for city-university cooperation according to current knowledge
- 2.2 Subordinate the goals of the Local Support Group subgroup 'Cooperation platform' to the goals of the two other groups
- 2.3 Create a city-university knowledge exchange system within the meaning of the Action B.6.2. Development of the 'City Observatory' described in the Lublin 2020 Development Strategy
- 2.4 Take advantage of the social and business environment to improve the quality of university education
- 2.5 Create a broadly defined communication system between the city and the universities
- 2.6 Assign the organization of Lublin Science Festival to a single entity

3 How to attract and keep talents in Lublin

- 3.1 Create a cultural events program for students.
- 3.2 Create the image of Lublin as an attractive place for studying with a rich offer of leisure time activities focused on creative, cultural and social self-development.
- 3.3 Increase active and optimistic attitudes towards Lublin among tutors and their appreciation of the attractiveness of the city.
- 3.4 Integrate and popularize the offer concerning extramural paths of acquiring education

and professional experience among students.

- 3.5 Develop a scientific and mentoring program for city scholarship holders (e.g. scientific, instructional, and training support)
- 3.6 'Lublin with a Soul' strolls – integrating first-year students into the social life and the space of the city
- 3.7 Create a specialized profile of academic Lublin in city-university-business relations.
- 3.8 Focus on entrepreneurship promotion among students
- 3.9 Give publicity to the image of Lublin as an academic centre abroad and in the country
- 3.10 Keep up with students in new media communication.

4 Urban design and town planning

- 4.1 Better engage students in town planning
- 4.2 Adapt routes and public transit frequencies to students' needs
- 4.3 Improve public spaces quality (soft mobility)
- 4.4 Create a new development plan and project concerning selected areas of the West Campus with special consideration for integration and regeneration of the 'Academic Axis' from the Centre for the Meeting of Cultures to the UMCS Faculty of Arts.
- 4.5 Create a new development project for Kochanowski Square near the UMCS Faculty of Pedagogy and Psychology building.
- 4.6 Perform an evaluation of city spaces in terms of their attractiveness for students
- 4.7 Create a quality improvement plan concerning green areas including their external connections according to students' needs (especially Akademicki and Saski Parks)
- 4.8 Mark Lublin's hot spots in public space
- 4.9 Take advantage of the cooperation with universities in Bystrzyca revitalization plans.
- 4.10 Settle the issue of external advertisements arrangement in university and city areas used by students
- 4.11 Develop a complete internal and external cycle route network for the University Campus.

5 Annex

Introduction

The EUniverCities (EUC) project is a part of the UE Urbact II program which features Local Support Group – consisting of stakeholders of the projected change – as a key figure in providing target solutions through joint efforts in the development of a Local Action Plan. The methodology is a result of the basic premise of the Urbact program, that is designing desired solutions in cooperation between the ones that manage and the ones that are managed, the authority and the addressees of its decisions, in accordance with the collective design and design thinking philosophy.

The subject covered by the EUniverCities project is the development of city-university cooperation. The participants form an international experience exchange network, seeking after solutions to problems concerning city-university cooperation in a given area within a Local Support Group framing a Local Action Plan. Since every partner faces a different situation, there is no single model for a Local Action Plan. Every city develops its own LAP. It may form, for instance, a complete action strategy, a sequence of additional actions supporting implemented strategy or a plan concerning one selected subject matter. Nonetheless, every LAP should:

- address specific needs and interests of the users, managers and governing bodies, and especially the current challenges of the city policy
- comply with the strategic documents in force
- take advantage of the knowledge obtained through international exchange between partners
- promote integrated approach to solutions resulting from the cooperation of all stakeholders
- show how the Local Support Group will be involved in its realization
- emphasize the effects of cooperation between the users and the administration in finding solutions

In accordance with the above-mentioned guidelines, the following document contains ideas concerning the development of city-university cooperation formed by the EUC Local Support Group, comprising mainly of the Lublin Municipal Office's representatives (Department of Strategy and Investor Services) and the representatives of Lublin's universities as co-designers, stakeholders and future contributors and beneficiaries of this cooperation.

The ideas may be simply divided into:

- strategic ideas (what should be done to ensure long-term and constantly developing city-university cooperation)
- operational ideas (what should be done to make better use of actual substantial and social achievements of the project)
- tactical ideas (what should be done in relation to specific subject matters important to the members of LSG)

In order to maintain the clarity of the project's results for its participants at the stage, the ideas were divided into slightly different categories that reflect the course of the project:

- ideas concerning continuation of the project after its completion (of strategic and operational nature)
- ideas of three thematic groups: 'Cooperation platform' (mainly operational ideas), 'How to attract and keep talents in Lublin' and 'Urban design and town planning' (tactical ideas).

The groups were given matching recommendations from external experts participating in 'Peer Review' workshops. LAP does not contain a separate evaluation, as it is based on the premise that LSG and the wider audience knows it from their own experience, and moreover, it is included in the strategic and analytic documents, such as the 2020 Lublin Development Strategy or the evaluation of the existing city-university cooperation on the university side developed within the EUC by Magdalena Kawa. Elements of the evaluation appear contextually by each idea described using the same pattern (that can be modified in the future):

- WHAT? – the title of the idea, a one-sentence description for quick identification
- WHY? – the evaluation, the definition of the problem (this part is extended in individual cases)
- HOW? – the solution, an extended description of the idea as a starting point for its operationalization
- other information, e.g. source of the idea, leaders, institutional responsibility, partners, budget, dates

Certainly, strategic, operational and tactical natures of individual ideas depend on the point of reference. For instance, improving public spaces may be of strategic importance when attracting talents or it may have operational nature as a ground for cooperation platform development. Standardized descriptions of individual ideas may be treated as building blocks—helpful in forming future programs or other organizational units.

Ideas

1. Ideas concerning continuation of the project after its completion

1.1. Organizationally reinforce the Municipal Office section for city-university cooperation.

Evaluation. Fragmentation of the academic Lublin hinders the organization of city-university cooperation to the extent that is underestimated by an order of magnitude.

Lublin has a relatively short history of city-university cooperation planning, thus permanent reciprocal practices and values in structural sense have not yet been established. Furthermore, the cooperation in Lublin is not bilateral, but multilateral, as the Municipal Office has to form relationships with at least 5 partners, which means that they should also build a sense of common interest and develop a method of taking care of that interest. It is a serious challenge not only because of the divergence of interests, but also the difference in organizational culture or the language in which the goals are being formulated by the office and individual universities. Thus, we should expect the city-university cooperation to be not only a know-how project, but rather a plan to change the attitudes, the mentality and the strategies of many partners at the same time, and not in terms of tenure, but generations. The scale of the challenge may be illustrated by a simple yet vivid description. If we assume that the efficiency of a classic cooperation between two partners is 1 and that it requires developing one mutual relation, the city-university cooperation in Lublin requires at least 5 such relations, thus its efficiency with the same amount of labour decreases at least to 0.2. Therefore, to obtain the same efficiency of cooperation as with two partners, it is necessary to increase the efforts fivefold. If we take into account the fact that obtaining the optimal level of cooperation with the universities is twice as urgent as it is with any other partner, we eventually have to put 10 times more effort than in a typical cooperation of two partners.

Thus, organization of city-university cooperation is a very laborious process that requires

coordination of many small steps, regularity, continuity and constant capitalization of those small effects, i.e. a well-developed 'institutional memory' to ensure that the new steps always follow the previous ones.

Solution. Considering the scope of labour concerning city-university cooperation, it should be developed by a separate organizational unit specialized and focused exclusively on achieving the goal (similar to the government centres for developing cooperation).

Idea: Marcin Skrzypek

Responsibility: Department of Strategy and Investor Services of Lublin Municipal Office

Partners:

Synergies: Idea 2.2., 2.5.

Budget:

Date:

Notes: strategic objective

1.2. Consciously create an environment of 'leaders of change', reformers and mediators for city-university cooperation.

Evaluation. Developing city-university cooperation is difficult and complex enough to require increased activation of the group of people who want to get involved.

We should emphasize that inserting the LSG-LAP methodology in Urbact as a prescribed mode of operation was not accidental and is of key importance. Seemingly, the existence of such a unit as LSG in any endeavour is obvious, but usually all changes are planned without the knowledge of the participants concerned. It appears that in case of Lublin the methodology should be developed even further, considering the above-mentioned barriers and complexity of the project. This is pointed out in the report from the Peer Review meeting concerning the 'existing practices of cooperation between the municipality and the universities in the project's partner countries,' which lacks in Lublin, but which should be conscientiously built.

The inspiration for this objective may be found in prof Jan p. Hudzik's text '*Wariacje na kulturę wiedzy*' (in: *Kultura wiedzy*, ed. Piotr Celiński and Jan P. Hudzik, Kraków 2012, p. 21), where he points out the necessity present in the modern world for intermediaries between different 'islands' of knowledge and experience. He calls them 'theoros' in imitation of ancient Greek deputies. It appears that in case of Lublin the metaphor should be interpreted literally. In the context of city-university cooperation, its development requires a group of people who could define the common good following the cooperation and who could act as mediators in cross-sectoral contacts.

Solution. The LSG environment should be supported with actions aimed at developing sense of responsibility, increasing intra-group bonds, creative engagement in achieving formulated goals and ensuring the functioning of the group after the project is completed. It is a recommendation that implements the directive contained in 2020 Lublin Strategy stating that all difficulties in building a partnership shall be overcome 'if both partners unite by solidarity in achieving a well-defined common interest' (introduction to Axis D. Academic, p. 59).

Activation of such defined environment grouping 'leaders of change' has a culture-creating role,

hence the guidelines describing how to conduct it may be derived from the necessary conditions required for reciprocal creative action as presented by doctor Agata Kusto in her introduction to folk environment activation during UMCS Open Days. The conditions include: personal contact (everyone sees and hears one another); bond, kindness, interaction; interest in the subject matter; 'being on the same wavelength', that is invoking common experience, situation, language of expression; creative approach, intention to express oneself in a perfect manner... The conditions are universal and can be referred to any situation that requires a specific 'cultural' ground for cooperation:

The reality of EUC project continuation suggests the necessity of a more personal involvement in the unprecedented qualitative change of the city-university relations, which not only consist in processing the existing knowledge, but principally in altering the attitudes enabling the knowledge to be at all utilized. The environment activation had its beginnings in a bonding event on the Lagoon with a kayak tour and a common meal, enabling the members of the LSG to establish more personal relations and a better sense of kinship, as well as to cooperate, show kindness and invoke common experience.

Idea: Marcin Skrzypek	Responsibility: Department of Strategy and Investor Services of Lublin Municipal Office
Partners:	Synergies: Idea 1.3., which is by and large a development of 1.2. and an external confirmation of its legitimacy; idea 3.3.
Budget:	Date:
Notes: operational objective of strategic importance, immediately feasible	

1.3. Develop new forms of city-university partnership through grassroots work.

Evaluation. Developing cooperation by creating and pursuing complex strategies is not effective.

Solution. It is recommended to choose a step-by-step tactics in small groups addressing specific and well-defined issues. Informal meetings concerning the above-mentioned issues with university presidents, students, professors, businessmen, officials, et al. may also provide good results. Every group should clearly identify common goals and learn how to achieve them step by step. It is important to create a positive atmosphere and celebrate successes. The key issue is to identify and support the 'agents of change'.

Idea: Peer Review

Responsibility:

Partners:

Synergies: Idea 1.1. and 1.2.

Budget:

Date:

Notes: this recommendation, derived from 'Peer Review' meeting, is a continuation of the Idea 1.2., but it also shows the legitimacy of the Idea 1.1: coordinated work with many groups requires much effort focused only on this very goal.

1.4. Create action scenarios for ideas that require coordinated actions of many partners and connect the ideas into cause and effect scenarios.

Evaluation. Many seemingly simple ideas require a role-based mode of realization, whereas the realization of other ideas is based on cause and effect scenario. The above-mentioned relationships are not included in the LAP.

The main achievements of the EUC project are the collaboratively developed ideas of WHAT should be done, but there are relatively too few ideas of HOW it should be done, that is, for instance, what to start from, what steps should be taken first and subsequently to achieve specific results. Therefore, at the moment it is difficult to arrange the achievements into one general Local Action Plan, or a 'road map' that would give the partners a sense of control over the realization of the ideas. The situation becomes even more difficult when we consider that there are three separate groups within the LSG, and at least two of them are focused on disconnected subjects (spatial planning issues and attracting talents).

The ideas operationalization issue within LAP is important, insomuch as LAP is supposed to be an extension of the Academic Axis of the 2020 Lublin Development Strategy, whereas (according to the conclusions of the Peer Review meeting) the main courses of actions grouped by their subjects and a draft schedule with persons responsible for the realization of the plans should be included.

Solution. For the purpose of developing a more specific action plan, a series of workshops could be carried out to help to prioritize the goals and outline a step-by-step scenario to achieve them. The 'first step' workshops might be conducted by Piotr Choroś and Jan Kamiński (the latter especially on spatial projects). Jan Kamiński could also consult the ideas of 'Urban design and town planning' subgroup in terms of their operationalization. It would also be advisable to carry out strategic planning workshops in order to arrange the ideas in cause and effect chains.

Idea: Marcin Skrzypek	Responsibility: Department of Strategy and Investor Services of Lublin Municipal Office
Partners:	Synergies: Idea 1.3.
Budget:	Date:

Notes: operational objective

2. Cooperation platform

2.1. Perform a SWOT-like analysis to verify the ideas for city-university cooperation according to the knowledge of the subject collected from other documents.

Evaluation. The operationalization of the city-university cooperation is based on disconnected concepts.

Within the last decade, several noteworthy studies concerning strategic cooperation between the city and the universities were published, e.g.:

- 'The City of Knowledge' study
- 'Knowledge Culture' as a part of 2016 ECoC
- Academic Axis in Lublin Development Strategy
- 'The Qualitative and Quantitative Analysis of the Economic and Social Conditions of the Academic Lublin' (UMCS Foundation)

At the I stage of the EUC 3 summaries were planned:

- an inventory of the above-mentioned documents (and other similar along with the universities' strategies) to collect the most useful ideas
- an evaluation of the existing city-university cooperation on the side of the university
- an evaluation of the existing city-university cooperation on the side of the Municipal Office

In the end, only the second summary (by Magdalena Kawa) come into being, yet considering content-related aspect of the evaluation, it should only be treated as an introduction to a more complete study, while the cooperation issues described in the evaluation bring many interesting conclusions. Comparing them to the LSG ideas, we could draw a conclusion that they should be revised with regard to realization barriers and other criteria useful in their prioritization. Due to limited logistic resources, the most important ideas should be selected (e.g. the most easily achievable ones, the most strategic ones).

It appears that prioritization might be performed on the basis of subjective risk evaluation in

reference to individual actions. After analysing Magda Kawa's report, we may conclude that even the simplest and most obvious ideas cannot be carried out without actual changes in the Office. As an example of a simple idea we might name the one that calls for 'Delegating to students the realization of projects/studies, the results of which could be used by the Municipal Office'. However, if we confront it with two conclusions of Magda Kawa's report:

- Apparent actions of the Lublin Municipal Office (organizing meetings that are not followed by any substantive activity of the Lublin Municipal Office)
- The representatives of the city do not participate in the scientific life – they do not take part in conferences concerning the city organized by the universities.

It turns out that 'delegating studies by the office' may succeed only if it is already happening, while in other cases – perhaps of strategic importance – it is necessary to carefully prepare the officials for creative cooperation with the scientists.

Chances and forms of city-university cooperation have to become more realistic on the basis of existing experience with a special emphasis on interventions within selected areas, so that the cooperation would at all be possible. There is a risk that the inventory of performed actions will result in creating yet another document that will not even be used. Therefore, the inventory must be made in a close connection with the operation of the Local Support Group, as it will be valuable only in its context. As Jan P. Hudzik put it: 'To know is to be able to use data to take a decision or action,' or in other words: "to be able to participate in the process that makes the knowledge valuable" (*Kultura wiedzy*, ed. Piotr Celiński and Jan P. Hudzik, Kraków 2012, p. 14; as cited in: Jing Liu, *Culture and Knowledge Transfer. Theoretical Considerations*, 'Journal of Service Science & Management' 2010, no 3 p. 160).

Solution. In order to make the planning of actions more realistic, it is necessary to confront the conclusions and recommendations derived from different sources and to perform or elaborate the evaluation of the results of existing city-university cooperation, so as to learn of the actual difficulties and good practices on both sides. This should not be yet another meaningless report but an attempt to connect the available data in order to draw practical conclusions regarding action planning.

Idea: Marcin Skrzypek	Responsibility: Department of Strategy and Investor Services of Lublin Municipal Office
Partners:	Synergies: Ideas 2.3., 2.4., 4.9.

Budget:	Date:
Notes:	
2.2. Subordinate the goals of the Local Support Group subgroup 'Cooperation platform' to the goals of the two other groups.	
Evaluation. The 'Cooperation platform' subgroup deals with metasubjects and it better addresses specific issues, whereas the two other groups come across barriers connected with the shortcomings of the city-university cooperation platform.	
Solution. LSG subgroup that forms the city-university cooperation platform could take on a servicing role in relation with the two other groups by organizing cooperation enabling them to achieve their goals.	
Idea: Marcin Skrzypek	Responsibility: Department of Strategy and Investor Services of Lublin Municipal Office
Partners:	Synergies: Idea 1.1.
Budget:	Date:
Notes: Operational objective, feasible after reinforcing the group that deals with the coordination of city-university cooperation on the side of the Office (cf. Idea 1.1.)	

2.3. Create a city-university knowledge exchange system within the meaning of the Action B.6.2. Development of the 'City Observatory' described in the 2020 Lublin Development Strategy.

Evaluation. Universities could collect and systematize the knowledge necessary for city administration, but they are not aware of the needs of the city, whereas the Municipal Office is not aware of the capabilities and the interests of the universities.

Solution. Building interdisciplinary and cross-sectoral teams developing common definitions of needs and possibilities, as well as specific projects/studies by delegating them to students to obtain mutual benefits (experience in the actual process for students and results from the studies for the Office).

Idea:	Responsibility:
Partners:	Synergies: Idea 2.1., 2.4., 4.1., 4.9.
Budget:	Date:
Notes: Ideas 2.3. and 2.4 require realization of 2.1.	

2.4. Take advantage of social and business environment to improve quality of university education.

Evaluation. The quality of academic education is the basis for all other actions, because it is the main advantage that attracts students. There is a lot to do on this matter in Lublin, especially on the part of the universities that should increase their efforts to better prepare students for future carriers and improve their usefulness for employers. It will undoubtedly enhance the popularity of Lublin's universities among the prospective students.

Solution. For instance, the promotional campaign of the Linköping University is based on its great reputation among employers, and students are very sensitive to such arguments. The Synergia project is a good start for that kind of actions, but there is a need for large-scale initiatives that would be fully integrated with educational programs. The Municipal Office might help to create joint projects providing connections with local businesses. A good example of such an activity is the Demola project www.demola.fi in Tampere as it consists in creating an intermediary organization between external entities and universities. The organization collects questions and issues from the former and transforms them into objectives for student research teams.

Idea: Peer Review

Responsibility:

Partners:

Synergies: Idea 2.1., 2.3., 3.4.

Budget:

Date:

Notes: as above

2.5. Create a broadly defined communication system between the city and the universities.

Evaluation. Persons and entities engaged in city-university cooperation complain that there is no information flow in both directions. It refers to different types of information (e.g. operational and discursive), as well as different groups with diverse interests.

Solution.

- Initiating Discussion Forum, activating contact box, appointing coordinators for bilateral contact from the EUC LSG, etc.
- Developing a promotion system concerning city-university cooperation: promoting good practices, showing off successes. Publishing information about jointly performed projects (on the Municipal Office's websites and the universities' websites)
- Promoting the know-how concerning the paths for handling issues on the university-city line (e.g. where a student going abroad can find promotional materials): 'guide', website.

Idea:

Responsibility:

Partners:

Synergies: Idea 1.1

Budget:

Date:

Notes: activation of the communication system described above is a full-time job for more than one person.

2.6. Assign the organization of Lublin Science Festival to a single entity.

Evaluation. The Lublin Science Festival comes across barriers resulting from the fact that it is organized every year by a different university, and therefore it lacks 'institutional memory' (experience does not accumulate), while the organization is received as a painful duty.

Solution. Delegate the responsibilities connected with the organization to a single entity and eliminate the annual organizer change.

Idea:

Responsibility:

Partners:

Synergies:

Budget:

Date:

Notes: The Municipal Office or the President may act as mediators in achieving this objective.

3. How to attract and keep talents in Lublin

3.1. Create a cultural events program for students.

Evaluation. Flagship cultural events of the city are organized during vacation or at the end of the academic year (Night of Culture, Magicians Carnival, Jagiellonian Fair, Different Sounds Festival). Considering the marketing aspects of the events, they are supposed to attract visitors during the low season, when the students are away. However, there are no events that could attract students. Moreover, the perception of student culture in Lublin is worse and worse, as evidenced by bad opinions about spring student festivals and the symbol of student culture, that is the UMCS Academic Culture Centre 'Chatka Żaka'.

Solution. Create a program that would include quality cultural events (in a broad sense) dedicated mainly to students (considering seasons of the year and venues, e.g. in the University Campus)

Idea: Peer Review

Responsibility:

Partners: The Department of Culture of the Municipal Office

Synergies: Idea 3.2.

Budget:

Date:

Notes:

3.2. Create the image of Lublin as an attractive place for studying with a rich offer of leisure time activities focused on creative, cultural and social self-development.

Evaluation. Lublin has a large potential in terms of cultural and social activities that might attract talented and creative personalities, but the promotion among prospective students is insufficient. Furthermore, considering the many leisure time activities that compete with one another (e.g. in the Internet), reaching students with a suitable offer of extramural activities is not easy and requires special efforts.

Solution. Enabling the candidates and the students to easily access local culture is a sign of concern for students and their leisure time, which gives evidence of a friendly attitude and improves the image of both the city and the university. The action – in addition to providing students with convenient information about cultural offer and promoting the city through culture – might take a form of attractive ticket distribution, i.e.:

- ⤴ booking and promoting free and discount entrance tickets for students
- ⤴ developing an application/website by means of which the students could register for certain events, as well as participate in contests and lottery-drawings.

Idea: Marcin Gołębiowski (UMCS)	Responsibility:
Partners:	Synergies: Idea 3.1. and 3.6.
Budget:	Date:
Notes: it is not about discounts themselves, but rather a promotion of leisure time activities.	

3.3. Increase active and optimistic attitudes towards Lublin among tutors and their appreciation of the attractiveness of the city.

Evaluation. To some extent, the question of whether a student stays in Lublin (after finishing both first cycle and second cycle degree program) depends on the attitude of the tutor that may encourage the student to be active and to remain in the city or quite the opposite (a negative example of a tutor who advised her students to spend the weekend breaks in Warsaw). We should learn how to boast of the city, to show its advantages, and not to complain again and again.

Solution. Create a program that would introduce academic tutors to the city's offer – cultural, artistic, entertainment, etc.

Idea: Marcin Gołębiowski (UMCS)

Responsibility:

Partners:

Synergies: Idea 1.2., 3.6.

Budget:

Date:

Notes:

3.4. Integrate and popularize the offer concerning extramural paths of acquiring education and professional experience among students.

Evaluation. Students should be involved in extramural initiatives to gain experience, knowledge and connections with future employers. An adequate offer might attract talented young people to Lublin. Currently, there are numerous similar opportunities, but only few are aware of their existence. Also, the opportunities are not used in practice because the idea is not being popularized among potential organizers.

Solution. Starting a project under a working title 'Students Zone Lublin' that would include organization of different support actions helping the students to enter the labour market (voluntary services, apprenticeships, internships, contests, projects, etc.) as well as their promotion through special signs on institutions and presentations on websites.

Idea: Marcin Gołębiowski (UMCS)

Responsibility:

Partners:

Synergies: Idea 2.4., 3.7., 3.8.

Budget:

Date:

Notes:

3.5. Develop a scientific and mentoring program for city scholarship holders (e.g. scientific, instructional and training support).

Evaluation. Many talented high school graduates leave Lublin and the region because they are convinced that they would acquire better education elsewhere, and they do not feel any bond with the city and its universities.

Solution. Mentoring support (individual or personalized relation) for talented high school students found through scholarship filter may both create a bond with the city and scale up the quality of academic education. The support program may include: participation in lectures and consultations on audit basis, academic tutoring for high school students participating in contests and olympiads, coaching, training and instructional programs, workshops, educational and professional mentoring, study tours, science camps, etc.

Idea: Marcin Gołębiowski (UMCS)

Responsibility:

Partners:

Synergies: Idea 3.8.

Budget:

Date:

Notes:

3.6. 'Lublin with a Soul' strolls – integrating first-year students into the social life and the space of the city.

Evaluation. According to father Rafał Huzarski, the former KUL academic pastor, upon his own experience and his work with young people, the students are alienated from the city, running between dormitory, lecture halls, Internet and their homes outside the city, which affects their wellbeing, relationships, performance and bonds with the city.

Solution. 'Lublin with a Soul' strolls – described separately; implemented in several versions including: strolls for foreigners and strolls organized by students themselves.

Idea: Marcin Skrzypek

Lead: Barbara Kostecka, Marcin Skrzypek

Responsibility:

Partners: The "Grodzka Gate – NN Theatre" Centre, Department of Strategy and Investor Services

Synergies: Idea 2.3., 3.3., 4.3.

Budget: ultimately approx. 200-300 thousand to create a permanent offer of lasting quality as Lublin's academic brand

Date: every year in Autumn, Spring and Summer.

Notes: the project requires an entity that would be responsible for its realization for an indefinite period

3.7. Create a specialized profile of academic Lublin in city-university-business relations.

Evaluation. The main factor attracting companies and talents is the presence of strong and competitive clusters that develop innovative solutions in cooperation with research units. Thus far, there are no such specializations in Lublin that would distinguish the city on the map of knowledge economy. Despite some positive signs regarding the Technology Park, it is not clear which branches of knowledge Lublin wants to be known for.

Solution. Regional, municipal and university stakeholders should define Lublin's 'smart specialization' in relation to business and research, and that requires the university to take a stand and start acting in the first place. To start with, the university could join efforts in selected research directions, rather than striving to maintain status quo. The process should be led by reputable leaders of change from various organizations, a not necessarily by managers. A guide to cluster management can be found under the following link:
<http://www.urbaniq.nl/publications/cluster-management-cities-what-why-and-how-theory-best-practice-and-self-assessment>

Idea: Peer Review

Responsibility:

Partners:

Synergies: Idea 3.4.

Budget:

Date:

Notes:

3.8. Focus on entrepreneurship promotion among students.

Evaluation. Imitating is the easiest way of learning, and the modern economy facilitates the creation of start-ups, therefore supporting the idea of founding start-ups may produce measurable effects.

Solution. Promoting successful business endeavours among students is the most promising tactics for entrepreneurship promotion. However, in order for such endeavours to appear, they must be supported by joint efforts of the universities, the city and other stakeholders. Even if only a small percentage of students started such an activity, the aggregate effect would be significant.

Idea: Peer Review

Responsibility:

Partners:

Synergies: Idea 3.4.

Budget:

Date:

Notes:

3.9. Give publicity to the image of Lublin as an academic centre abroad and in the country.

Evaluation. Attracting prospective students from abroad may be an effective way of compensating the consequences of population decline. The 'Study in Lublin' program is a step in the right direction, but the promotion could be more visible and expressive. It refers also to the domestic promotion.

Solution. The campaign for East European students might promote Lublin as the 'first step in education in the European Union'. The example of an effective promotional campaign is the city of Magdeburg in east Germany. The city revamped its poor image by starting a campaign invoking an imaginary 'travel agency' that offers fascinating stay in a hospitable and interesting Magdeburg.

Idea: Peer Review

Responsibility:

Partners:

Synergies:

Budget:

Date:

Notes:

3.10. Keep up with students in new media communication.

Evaluation. Students actively communicate through the new media, whereas the universities and the city are much less active and innovative in cyberspace, both as senders and receivers (e.g. the lack of marked hot spots, poor offer in terms of university hot spots, old user interfaces of universities' websites).

Solution. The city and the universities should learn how to communicate with the students using the new media and how to listen to them. The students may be of great help taking part in various endeavours, such as hackathons or app design contests. It is recommended to use simple and unsophisticated initiatives that would give mutual satisfaction and create pilot solutions, suited to the skills of the students.

Idea: Peer Review

Responsibility:

Partners:

Synergies: Idea 4.8.

Budget:

Date:

Notes: A good example of not keeping up with students (and with other cities as well) in terms of modern communication is the lack of hot spots markings in public spaces).

4. Urban design and town planning

4.1. Better engage students in town planning.

Evaluation. Students of spatial planning know how to plan the city for students. The city may take advantage of their help, also in terms of image.

Solution. The simplest solution is to organize a planning contest with adequate scientific support, prizes and the prospect of carrying out the project in practice.

Idea: Peer Review

Responsibility:

Partners:

Synergies: Idea 2.1., 2.2., 2.3., 4.3., 4.4., 4.9.

Budget:

Date:

Notes: employing the expert knowledge of the university concerning spatial planning and the knowledge of the students as the most significant users of the city is essential yet very difficult due to the lack of good cooperation practices with the Planning Department and Road and Bridge Authorities. Therefore, it is important to define the cooperation barriers at this point and (2.2.) consider the realization of this idea as a testing ground and a frame for creating a practical platform for city-university cooperation (2.3.).

4.2. Adapt routes and public transit frequencies to students' needs.

Evaluation. Routes and transit frequencies are not sufficiently adapted to the students' needs (e.g. to provide transportation between campuses).

Solution. Perform needs analysis and implement appropriate changes along with satisfaction monitoring.

Idea: Ewelina Habza (Faculty of Earth Sciences and Spatial Management UMCS)

Responsibility:

Partners: City Transport Company, universities

Synergies: Idea 4.1.

Budget:

Date:

Notes:

4.3. Improve public space quality (*soft mobility*).

Evaluation. Students appreciate well-balanced and liveable cities.

Solution. Promote 'soft mobility', i.e. walking, cycling and using public transport. For this purpose it is necessary to: limit passenger car transportation, improve the quality of public transportation and the integrity of bicycle infrastructure. The actions should be accompanied by campaigns to raise awareness and convince the users to the advantages of soft mobility. Also the 'city gates' used by the students, i.e. train and bus stations, should be improved in terms of their quality.

Idea: Peer Review

Responsibility:

Partners:

Synergies: Idea 3.6., 4.1., 4.2., 4.4., 4.11; as well as the entire problem of 'How to attract and keep talents'

Budget:

Date:

Notes: there are two related issues—transportation through public spaces and spending time within public spaces. Public spaces should be both permeable for pedestrians and cyclist as well as comfortable for users in order to promote soft mobility and compete with passenger car transportation.

Public spaces of high quality create competitive advantage in attracting students and talents to Lublin.

4.4. Create a new development plan and project concerning selected areas of the West Campus with special consideration for integration and regeneration of the 'Academic Axis' from the Centre for the Meeting of Cultures to the UMCS Faculty of Arts.

Evaluation. The current University Campus area used by UMCS does not comply with the standards concerning public spaces, and, above all, the expectations of the students, who need a functional, integrated and well-kept space. All the more, it cannot compete with spaces offered by universities in other cities.

Solution. A new concept concerning the above-mentioned areas proposed by the UMCS Faculty of Earth Sciences and Spatial Management was described separately.

Idea and lead: Anna Polska, PhD (UMCS Faculty of Earth Sciences and Spatial Management)	Responsibility:
Partners: The Municipality of Lublin	Synergies: Idea 4.1., 4.3.
Budget:	Date:
Notes:	

4.5. Create a new development project for Kochanowski Square near the UMCS Faculty of Pedagogy and Psychology building.

Evaluation. The existing Kochanowski Square does not comply with the standards of a good public space, and it definitely cannot compete with spaces offered by universities in other cities. The existing Kochanowski Square is not functional and not connected with the university building.

Solution. A new concept of the Kochanowski Square, developed within the USER project, was described separately.

Idea: Dagmara Kociuba, PhD, and Olga Janiszewska (UMCS Faculty of Earth Sciences and Spatial Management), USER project working team.

Responsibility:

Partners: Non-investment Projects Department of the Municipal Office

Synergies: Ideas 4.1., 4.3.

Budget:

Date:

Notes:

4.6. Perform an evaluation of selected city spaces in terms of their attractiveness for students.

Evaluation. Students are very important for the economy and vitality of the city, therefore it is necessary to create public spaces of the best possible quality. However, we do not know which public spaces and which features of those spaces are attractive for students.

Solution. Creating a map of emotional values concerning the selected areas of Lublin and performing quality-of-life studies in the context of public spaces quality.

Idea: Bogusław Hajda

Responsibility:

Partners: Planning Department of the Municipal Office

Synergies: Idea 4.1., 4.3., 4.7.

Budget:

Date:

Notes:

4.7. Create a quality improvement plan concerning green areas including their external connections according to students' needs (especially Akademicki and Saski Parks).

Evaluation. Green areas constitute an important part of the public space system, playing a significant role in creating hospitable city environment for students. The existing standards of their utilization prevent them from being competitive in comparison with similar areas in other cities.

Solution. Performing an analysis concerning students' needs in reference to the above-mentioned green areas and preparing proposals for higher standards of their utilization on the basis of the analysis.

Idea: Dagmara Kociuba, PhD (UMCS Faculty of Earth Sciences and Spatial Management)	Responsibility:
Partners: Planning Department of the Municipal Office	Synergies: Idea 4.1., 4.3., 4.6.
Budget:	Date:
Notes:	

4.8. Mark Lublin's hot spots in public space.

Evaluation. Free Internet access is attractive for students, but the hot spots in Lublin are not marked.

Solution. Mark hot spots in public space

Idea and lead: Magdalena Ganczar

Responsibility:

Partners: IT Department of the Municipal Office

Synergies: Idea 1.3., 2.1., 3.10.

Budget: PLN 50,000

Date:

Notes: The problem of hot spots is a model example of a 'glass ceiling' – a situation impossible to overcome due to super-sector competence division in the Municipal Office. It is a good objective (since it is simple and clear) to define the barriers in city-university cooperation and depict the lack of coordination in the Municipal Office in reference to objectives located 'between' fixed competences of separate departments. We could, for instance, ask the following questions: Why were the hot spots not marked immediately after their installation? What did prevent it? How to solve the problem in the future? The idea is suitable for realization through grassroots work.

4.9. Take advantage of the cooperation with universities in Bystrzyca revitalization plans.

Evaluation. Unlike the Lublin Municipal Office, the universities have a rich knowledge of Bystrzyca Valley that could be used in planning its revitalization.

Solution. Invite the academic units engaged in research concerning Bystrzyca to cooperation in planning its revitalization.

Idea: Katarzyna Wiśniewska

Responsibility:

Partners: Zdzisław Strycharz, the Representative of the President for Bystrzyca Revitalization

Synergies: Idea 2.1., 2.3., 2.4., 4.1.

Budget:

Date:

Notes: as above; the realization of the idea is suitable for testing how to 'translate' the specific demands of an actual city project into the research objectives of the university, as well as how to make available the data concerning Bystrzyca in order for it to be used by the Municipal Office.

4.10. Settle the issue of external advertisements arrangement in university and city areas used by students.

Evaluation. Areas crowded by students are commercially attractive, thus, considering the low diligence towards aesthetic and legal aspects of external advertisements in Poland, the quality of public spaces decreases due to visual chaos. It applies, among others, to outdated banners left by universities, which is a visible sign of negligence presented by the administrators.

Solution. Create rules and procedures concerning administration of commercial space in the above-mentioned areas, with a special emphasis on aesthetics and legality of external advertisements, as well as removal of outdated banners.

Idea: Anna Kmanowska

Responsibility:

Partners: The Municipality of Lublin

Synergies:

Budget:

Date:

Notes:

4.11. Develop a complete internal and external cycle route network for the University Campus.

Evaluation. The University Campus is the area of Lublin that is most affected by the increasing traffic, which is important, inasmuch as this should be the public space of the highest quality that proves concern towards students and attracts them to the city. Moreover, students are the group that is most prone to use bicycle as a means of transportation. Therefore, development of bicycle transportation for students is of the highest importance.

Solution. Perform a study on students' mobility in the campus area, perform an analysis of the possibilities concerning new bicycle connections, create and consult a project concerning the density of bicycle infrastructure dedicated to students.

Idea: Michał Przepiórka

Responsibility:

Partners:

Synergies: Idea 4.3.

Budget:

Date:

Notes:

5. Annex

In addition, the LSG documentation contains references to other ideas that eventually were not developed. These are as follows:

- ⤴ **Implemented models working abroad.** Which models are concerned?
- ⤴ **Contact-oriented approach towards universities in the project partner cities.** How does it look like, how does it work?
- ⤴ **'Curiosity' towards practical education methods in the project partner cities.** The city of Aalborg (Denmark) introduced an educational system that consist in finding practical solutions to specific problems (3 thousand a year) reported by external companies, thus in university-business relation (Peer Review). To what extent can the idea be deployed within LAP?
- ⤴ **Promotion of academic Lublin on the basis of the experience of other Polish cities.** Which methods of academic promotion used by Wrocław and Poznań could and would we adopt? What preliminary assumptions of the Academic Lublin brand can be indicated in the context of the report concerning 'The Qualitative and Quantitative Analysis of the Economic and Social Conditions of the Academic Lublin'?
- ⤴ **Study in Lublin or keeping (and attracting) talents in Lublin?** Does Lublin aim to attract the biggest possible number of high school graduates or to become an attractive place for the most skilled? The former appears to be easier to achieve, but is only aimed at maintaining the status quo in the period of population decline. The latter is more ambitious, but strategic rather for the long-term development of the city. How to balance the alternatives?

