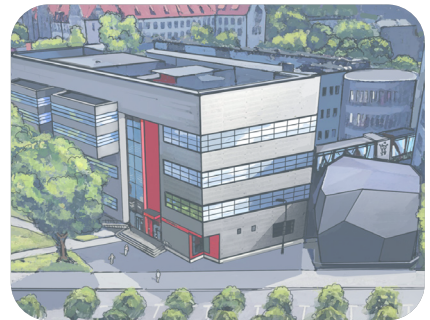
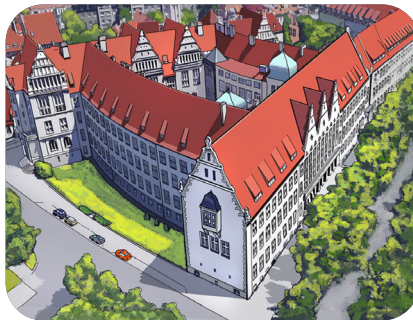
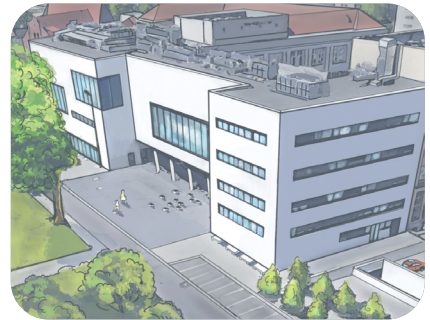


Wrocław  
University  
of Science  
and Technology



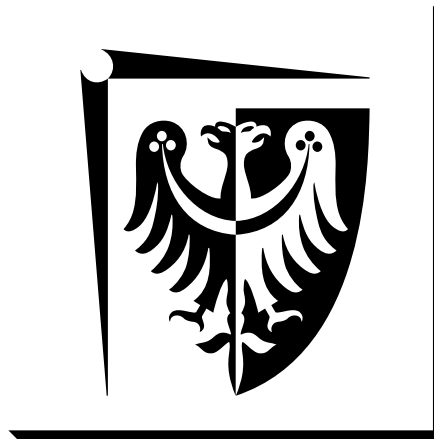
# STRATEGY

OF WROCŁAW UNIVERSITY  
OF SCIENCE AND TECHNOLOGY

2023-2030







Wrocław  
University  
of Science  
and Technology



*A DREAM WILL ALWAYS  
TRIUMPH OVER REALITY,  
ONCE IT IS GIVEN THE CHANCE.*

*Stanisław Lem „The Futurological Congress”*





## — INTRODUCTION —

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**W**rocław University of Science and Technology (hereinafter also: Wrocław Tech) is a technical university educating students and doctoral candidates, and conducting research to advance science and technology and solve real-world problems of society and economy.

The intellectual tradition of Wrocław Tech dates back to the Imperial and Royal Polytechnic School, later known as the Lviv Polytechnic School, established in 1877, from which the core of our University's first academic staff originated. In a material sense, Wrocław Tech is the successor to the Breslau Royal School of Technology, established in 1910, whose buildings and equipment, partially destroyed during World War II, it took over upon its creation in 1945.

Today's Wrocław Tech is one of the largest and best universities in Poland. It is internationally recognized, participates in the elite alliance of European universities, and holds international institutional accreditation from the European University Association. It stands out due to conducting research in the full spectrum of technical disciplines, a high level of basic research, and a significant share of interdisciplinary studies, especially at the frontiers of engineering. The University is also characterized by a strong link between these research activities and its educational offer, as well as a strong cooperation with the regional business environment and leading academic centers worldwide.

The community of Wrocław Tech seeks to develop in a responsible and sustainable manner, to play a leading role in the fields of education, scientific research, and technological innovation, and to stand out as a stable, comfortable, and friendly work and study environment that promotes professional and personal development. The following document outlines the vision of the University both as an institution and as a creative, diverse, open, and engaged community. It aims to ever better fulfill its mission of creating and transmitting knowledge by responding to new challenges and opportunities arising within society, economy, and civilization.

## MISSION

Through research, teaching, and collaboration we inspire and support the development of individuals who, based on knowledge, ethical standards and displaying sensitivity to the needs of society and global challenges, shape the future with courage and responsibility.

## VISION

As a European comprehensive technical university affirming freedom, truth, curiosity, and joy of science, we conduct interdisciplinary education and research in response to the aspirations and challenges of the society and economy.

## VALUES

### EXCELLENCE

By excellence in **education of students and doctoral candidates**, we understand in particular:

- the synergy of natural, technical and social sciences and humanities, as well as life and health sciences, forming the foundation of the new European model of engineering education;
- attractive fields of study and up-to-date program content;
- innovative methods and forms of learning and teaching;
- highly competent and engaged educational staff dominated by scientifically active researchers and specialists;
- modern educational infrastructure, rich library and information technology resources;
- implementation of joint educational projects with other academic centers;
- international exchange of staff, doctoral candidates, and students;
- attractive offers for internships and on-the-job trainings.

By excellence in **scientific research and knowledge transfer**, we understand in particular:

- significant contribution to the development of global science and technology;
- innovative technological solutions and their implementations;
- real influence on the development of the economy, public security, and quality of life;
- creation of new research directions and methods;





- reliability of conducted research and credibility of obtained results;
- application of Open Science principles;
- ethical reflection on the development of new technologies;
- internationally recognized research staff;
- construction and maintenance of unique research infrastructure;
- implementation of joint projects with leading centers and researchers from around the world.

By excellence in **personal development of our community members**, we understand in particular:

- academic freedom;
- support, inspiration, and motivation for continuous development;
- recognition of commitment and achievements;
- assistance in crisis situations.

## COLLABORATION

Understanding collaboration as **combining individual talents and commitment to achieve common goals**, we value:

- effective teamwork in every area of the University's activity;
- freedom to create and be part of units and teams, also beyond formal structures;
- conducting interdisciplinary studies and research;
- significant role and transparent operation of collegial bodies;
- democratic procedures;
- unrestricted internal communication;
- support for grassroots initiatives.

By collaboration, understood as **mutual support in achieving individual goals**, we understand:

- mutual assistance in problem-solving and overcoming obstacles;
- sharing knowledge, experience, skills, and resources;
- promotion of research methods and results;
- honest and supportive professional criticism;
- education and development of staff.

By collaboration, understood as **the University's cooperation with its environment**, we understand:

- cooperation of both individual community members and the whole University as an institution with external individuals and entities – academic centers, schools, companies, public institutions, etc.;
- dissemination of knowledge;
- expert substantive support for the socio-economic environment, including signaling threats.

## OPENNESS

By **openness to new ideas and challenges**, we understand:

- readiness for continuous learning, creativity, and openness to cognitive risk;
- openness to changing needs of society and the economy, and to civilizational challenges, especially those related to the development of science and technology.

In relation to **community members**, we particularly value openness to:

- different individual experiences, interests, and aspirations;
- different expectations of individuals towards the community and the University;
- persons with special needs, including those with disabilities;
- all minorities, including foreigners and representatives of other cultural background.

By openness as **flexibility in responding to changes**, we understand:

- readiness to face unexpected problems and challenges;
- resilience to crises and the ability to learn from them;
- building knowledge and competence based even on difficult experiences.

## KEY STRATEGIC AREAS

To implement the University's mission and vision and to support and promote its values, this Strategy defines five key strategic areas. The document presents the current state of the University and defines goals and strategic initiatives in these areas.

Three areas directly related to the University's core responsibilities, including the creation and dissemination of knowledge and innovation, as well as cooperation with the social and business environment, are:

- Education;
- Research and Innovation;
- Cooperation with the Environment.



Two areas representing the human capital and material and technological resources of the University, necessary for the implementation of its mission, are:

- Community;
- Infrastructure.

## EDUCATION

### EDUCATIONAL ENVIRONMENT

Wrocław Tech conducts education at the levels of undergraduate, engineering and master's degrees, as well as PhD studies (in the Doctoral School) and postgraduate studies, and also education in other forms, both on its main campus in Wrocław and in three regional branches – in Jelenia Góra, Legnica, and Wałbrzych.

Approximately 22,000 students are educated at Wrocław Tech (including over 6% international students) and over 800 doctoral candidates. The academic staff consists of about 2,200 academic teachers, including 200 full professors and 400 associate (university) professors.

In terms of the number of students and employees, as well as the amount of state subsidy, Wrocław Tech is the largest university in Lower Silesia, and ranks among the top three technical universities and top five higher education institutions overall in Poland.

The University adheres to the principle of unity of research and teaching expressed in the *Magna Charta Universitatum*, of which it is a signatory. Education is predominantly implemented by active researchers, with most staff holding both teaching and research responsibilities, thereby fostering the integration of ongoing scientific research with existing study programs and facilitating the development of strong mentor-student relationships.

In the field of education, the University's internal stakeholders are students, doctoral candidates, and academic teachers, and the external stakeholders include mainly prospective students, graduates, state and local authorities, economic, social, and cultural organizations, educational institutions, as well as all participants in the continuing education programs conducted by the University. Their needs and expectations shape the actions undertaken by the University in the field of education.

### EDUCATIONAL OFFER

The primary educational offer of Wrocław Tech includes over 60 fields of study, including those taught in English or in an extramural form. Students learn according to a curriculum or within the framework of individually organized studies. The University also conducts joint studies with domestic and foreign universities as well as alternating studies together with industry (formerly known as dual studies).

Current fields of study are assigned to scientific disciplines in three fields of science: engineering and technology, natural sciences, and social sciences. In addition to fields of study assigned to a single discipline, interdisciplinary fields are also offered, adapting to the needs and challenges of modern society and economy.

The University continuously updates its educational offer. The initiation of medical studies assigned to the discipline of medical sciences in the field of medical and health sciences will constitute an important element of the University's development.

Wrocław Tech stands out for its broad range of research and education, and with the establishment of the Faculty of Medicine, it will become the only university in Poland that synergistically combines four fields of science: basic, technical, social, and medical sciences, mirroring the model of the largest European technical universities.

## QUALITY OF EDUCATION

The institutional expression of the University's concern for the quality of education is the University System for Quality Assurance in Education. The University has a Council for Quality of Education and a Center for Teaching Excellence, jointly initiating actions to modernize education and disseminate innovations and best teaching practices.

All fields of study at Wrocław Tech are positively evaluated by the Polish Accreditation Committee, and some also have accreditation from the Accreditation Commission of Universities of Technology or other international accreditations, such as the EUR-ACE® (*EUROpean ACcredited Engineer*) or ECMI (*European Consortium for Mathematics in Industry*). The Department of Foreign Languages has a SERMO accreditation with a distinguished grade, attesting to the high quality of language education.

In the 2022 edition of the studies ranking conducted by the "Perspektywy" Education Foundation, two fields conducted at Wrocław Tech were ranked first in the country: Civil Engineering as well as Chemical and Process Engineering, and another nine were placed in the top three: Biotechnology, Mining and Geology, Mechanics and Machine Building, Algorithmic Computer Science, Applied Computer Science, and Computer Engineering (classified jointly as "Computer Science"), Materials Engineering, Mechatronics, and Chemical Technology.

## EUROPEAN UNIVERSITY AND INTERNATIONAL COOPERATION

As part of the "European Universities" initiative, Wrocław Tech is part of the Unite! alliance (*University Network for Innovation, Technology and Engineering*), which also includes: *Aalto University, Université Grenoble Alpes, Universidade de Lisboa, KTH Royal Institute of Technology, Politecnico di Torino, Universitat Politècnica de Catalunya, Technische Universität Graz, and Technische Universität Darmstadt* (as the leader).

Through joint educational programs and a flexible study path, Unite! develops the model of European university education. Wrocław Tech engages in the network's activities for strategic, long-term cooperation and combines multidisciplinary engineering education with the field of research and innovation.

An important task of Unite! is to create a joint program offer and a virtual campus connecting nearly 25,000 academic teachers and over 300,000 students and doctoral candidates from 9 partner universities.



The University also maintains contacts with other research and teaching centers around the world, carrying out academic exchange and a double degree procedure, and participating in joint projects. Cooperation agreements cover about 600 partners from 50 countries.

The University has been awarded the “HR Excellence in Research” logo and implements the recommendations contained in the European Charter for Researchers and the *Code of Conduct for the Recruitment of Researchers*.

## TRAINING SPECIALISTS AND LEADERS

The educational priority of Wrocław Tech is to train both specialists and leaders of society and the economy, particularly in sectors rooted in innovation and modern technology, as well as future academic staff. In response to the developing needs of the labor market, and to meet the expectations and aspirations of students, Wrocław Tech plans profound changes to the educational process with the aim of making it more attractive, modern, and individualized.

These changes will cover the following areas:

**study programs/curricula** – updating the offer of fields of study and specializations; analysis and improvement of curricula and content, including stronger differentiation of first and second degree studies; faster inclusion of students in scientific research; better preparation of students in the field of innovation and entrepreneurship; interdisciplinary education;

**teaching staff** – ensuring that education is carried out primarily by researchers active in a given scientific discipline; supporting the involvement of other teaching staff in education; increasing the influence on the education process of staff from outside the University – guests from other academic centers and specialists from the business environment;

**teaching infrastructure** – expanding the scale of laboratory and project classes, improving access to modern research equipment during studies, developing existing teaching laboratories, and creating new ones, particularly specialized and computer laboratories; additionally, adapting lecture halls for remote teaching as part of the Unite! virtual campus;

**teaching methods** – increasing the share of interactive forms and innovative methods, modeled on solutions tested in other centers, especially in Unite! partner universities – including challenge-based learning, problem-based learning, learning by doing, learning by research, collaborative learning, and the use of artificial intelligence and extended reality;

**individualization of education** – developing student-centered education, supporting students with exceptional talents (*talent-centered learning*) or those who want to further develop their competences, and students with special educational needs, including disabilities; wide use of academic and developmental tutoring;

**student self-development** – support for the activities of scientific clubs and student organizations, also understood as an important element of the education process integrating students of different faculties, fields and years, supplementing their preparation for the role of leaders of modern society and economy;

**internationalization** – expanding the offer of studies in English and the language offer; developing academic exchange and joint studies with foreign partners, particularly Unite! universities; increasing the involvement of lecturers from foreign universities;

**lifelong learning** – ensuring various forms of education allowing people of all ages and at every stage of professional development to expand their knowledge and acquire skills and qualifications;

**evidence-based education** – regular research into the effectiveness of adopted solutions and methods, and the opinions of stakeholders: students, doctoral candidates, graduates and academic teachers, as well as the needs of society and employer expectations.

## STRATEGIC GOALS

In an effort to provide the highest possible level of education for students and doctoral candidates at Wrocław Tech, preparing them for the role of leaders in modern society and economy, the following strategic goals were defined in the field of education:

- G1. creating opportunities for students and doctoral candidates to gain the knowledge and skills, build relationships and self-confidence necessary for success;
- G2. creating an educational environment that promotes collaboration, creativity, and problem solving;
- G3. developing the educational offer in response to the changing needs of students, doctoral candidates, society, and the economy;
- G4. strengthening partnerships with the social and business environment that allow students and doctoral candidates to gain experience outside the University and contact with the latest technologies;
- G5. developing a diverse academic staff with high qualifications, and enhancing their teaching and language skills.

## STRATEGIC INITIATIVES

The following strategic initiatives were defined in the field of education to achieve the above goals:

- I1. providing a holistic education to prepare students for the performance of various functions and social roles of the future, in particular developing interdisciplinary education;
- I2. fostering a student-oriented education: modernization of teaching methods combined with an increase in the educational role of scientific research, interactive forms of education, and the activity of student clubs and organizations;
- I3. integrating modern, particularly digital, technologies into education and increasing cooperation with partners from the business environment;
- I4. developing joint education within the Unite! alliance and with other partner academic centers, especially universities and research institutes in Wrocław;
- I5. amplifying the importance, value, and quality of teaching work.



# RESEARCH AND INNOVATION

## SCIENTIFIC FIELDS AND DISCIPLINES

The dominant field of research at Wrocław Tech is **engineering and technology**. The University carries out scientific activities at a global level, has significant research and implementation achievements, as well as academic rights to issue doctorate and habilitation degrees in all 9 technical disciplines existing during the evaluation of scientific research for the years 2017–2021:

- architecture and urban planning;
- automation, electronics, electrical engineering, and space technologies;
- information and communication technology;
- biomedical engineering;
- chemical engineering;
- civil engineering, geodesy, and transport;
- materials engineering;
- mechanical engineering;
- environmental engineering, mining, and energy.

In the discipline of chemical engineering, the University has the highest category A+, and in the remaining 8 disciplines, category A. In 3 disciplines, the University's research staff is the most numerous in the country: information and communication technology, chemical engineering, and mechanical engineering.

After the evaluation of research, two new disciplines were distinguished in the field of engineering and technology: safety engineering, and heritage protection and monument conservation, in which the University also conducts research activities.

The University's obligation is to employ and develop staff, maintain research infrastructure, and pursue high-level research in all significant contemporary areas of engineering and technology.

Wrocław Tech also conducts research and education at a global level in the field of **natural sciences**. All three basic disciplines evaluated for the years 2017–2021:

- mathematics;
- chemical sciences;
- physical sciences

received the highest category A+. The University also conducts research activities in other basic disciplines, including computer and information sciences and biotechnology, which were distinguished after the evaluation.

Basic research is an essential bedrock for the development of technical and engineering pursuits at Wrocław Tech. The University is particularly active in applied areas, which significantly distinguishes its research profile in each of these disciplines from classical universities.

The field of **social sciences** at Wrocław Tech is represented by one evaluated discipline:

- management and quality studies;

which received category A. The University also conducts research activities in other social disciplines, including social and economic geography and spatial management, psychology, as well as philosophy, representing a related field of humanities.

## INTERDISCIPLINARY RESEARCH

At the current stage of scientific development, research at the intersection of fields and disciplines is particularly fruitful for the further development of knowledge.

At Wrocław Tech, the most important are the interactions of technical disciplines – both with basic sciences (mathematics, physics, chemistry), social sciences and humanities, as well as health and life sciences. This reflects the natural research and development process through the transfer of concepts and methods from simpler systems and problems to more complex ones.

Research on health is becoming increasingly important for improving the quality of life. At most faculties of Wrocław Tech, such studies are already being conducted, aimed at applying the achievements of basic, technical, and social sciences in the areas of health protection, diagnostics, treatment, and health service management.

The rapid development of medical technologies will be possible thanks to the planned inclusion of numerous medical staff to the University and the development of strictly medical research. Wrocław Tech will strive to achieve the position of a significant European research center in this area.

## RESEARCH FOR AN INNOVATIVE ECONOMY

Wrocław Tech is a national leader in conducting innovative scientific research with high implementation potential, as confirmed by reports from the Patent Office.

The University puts great importance to the transfer of research results to the economy, especially in the field of engineering and technology. Knowledge and technology transfer is possible thanks to intensive cooperation with the business environment, including the commercialization of research results, implementation of joint research and development projects, and subcontracting of research as part of the implementation projects of companies, as well as providing commercial research services for the business sector.

The knowledge transfer process includes the value chain from researching stakeholder needs, identifying problems, generating ideas, through laboratory verification, to licensing and implementing innovative processes or products.





The challenge facing the University is the implementation of the “entrepreneurial university” model, characterized by the dynamics of change, interdisciplinary research, modern solutions, a culture of entrepreneurship and innovation among employees, doctoral candidates, and students, close relations with the social and business environment, and internationalization.

## PRIORITY RESEARCH AREAS

Wrocław Tech treats research freedom as a commitment to respect the principles and values associated with ethical responsibility towards science, society, and the environment. Recognizing the special role of technical universities in the development of the modern world, supporting a knowledge-based economy, and promoting sustainable development, Wrocław Tech takes responsibility for local and global challenges related to technical progress. Taking into account tradition, intellectual potential, research infrastructure, scientific excellence, and the University’s vision for development, the following priority research areas were defined.

### **1. Information Technology, Data Science, and Artificial Intelligence**

This area includes, among others, computer science, algorithmics and software engineering, artificial intelligence and machine learning, human-computer interaction, methods of data analysis and visualization, mathematical statistics, classification and forecasting, natural language processing, quantum computing, data storage and transmission engineering, information processing and privacy, cybersecurity and cryptography, telecommunication, computer and mobile networks, the Internet of Things, cyber-cloning and virtualization, augmented and virtual reality, multimedia techniques, medical informatics and neuroinformatics, as well as intelligent autonomous systems.

### **2. Innovative Materials and Advanced Manufacturing**

This area includes, among others, basic research and materials engineering, Industry 4.0 (digitization, automation and hyperautomation, robotization, and intelligent production systems), additive technologies, high-precision technologies, green technologies using a renewable resource base and valorization of waste, sustainable and energy-saving technologies, use of innovative methods and tools, and control systems.

### **3. Sustainable Living Environment**

This area includes, among others, resource management, energy sources (conventional, renewable, and nuclear energy), energy system transformation, human- and environment-friendly technologies (e.g., electromobility), protection of climate as well as natural and cultural environment, water management, identification of environmental hazards and response to natural disasters, as well as all aspects of sustainable development, circular economy, and social acceptance of changes.

### **4. Smart Cities and Future Society**

This area includes, among others, holistic design and construction of human-friendly buildings, estates, and cities using modern technologies, application of innovative and safe materials, broadly understood commu-

nication and mobility – including intelligent and autonomous transport systems, universal design, prevention and counteraction of social, energy and digital exclusion, research on human-machine interactions, as well as analysis, prediction, and management of social and economic processes.

### **5. Health and Medical Technologies**

This area reflects the ongoing process of medical technization and an increasingly close relationship between progress in medicine and technological development. It includes interdisciplinary research at the intersection of health sciences and basic and technical sciences, as well as strictly medical research. In particular, it includes such areas as biochemistry and biological chemistry, bionics, biomedical engineering, biomechanics, materials mimicking nature and promoting health, medical electronics and sensors, bioinformatics, analysis of images and large sets of medical data, medical diagnostics, personalized and precision medicine, digital technologies for health and medicine, telemedicine, human augmentation, and research on the health effects of environmental factors and social processes.

### **6. Extreme Technologies**

This area includes, among others, nanotechnology, microelectronics and photonics, metrology, megastructures (large buildings, machines, devices, power grids, etc.), quantum technologies, cryogenic, space, marine, and underground technologies, i.e., research on phenomena of extreme scales and engineering of objects with extreme parameters or operating under extreme conditions.

### **7. Basic Research for Technology and Innovation**

This area includes research on fundamental objects, models, and theories important for understanding complex systems – from materials and processes to biological and social systems. It considers the application of universal concepts and laws to the analysis of real phenomena and supports the development of technology and civilization and the improvement of human life quality and the state of the natural environment. It includes in particular research in the field of natural sciences (including mathematics, physics, and chemistry) as well as social sciences and humanities.

All priority research areas are interdisciplinary and cross-sectional in terms of the University's organizational structure. They collectively represent every research topic in which Wrocław Tech either currently plays or aims to assume a leading role on the national and international scientific arena.

While promoting scientific research in selected priority areas, Wrocław Tech respects the individual academic freedom of each member of its community, appreciating research also in other areas of science.

## POSITION ON THE NATIONAL AND INTERNATIONAL ARENA

Based on national and international university rankings, results of the quality evaluation of scientific research, the number and positions of researchers in individual rankings, as well as statistics on competitions and awards, participation in prestigious academies and societies, etc., Wrocław Tech is currently ranked among the top five Polish universities and among the top thousand of universities worldwide.



The research and teaching staff of Wrocław Tech comprises over 1,700 individuals (approximately 80% of all academic teachers). The number of publications affiliated with the University according to the Scopus database is over 34,000, including about 13,000 since 2017, and its total Hirsch index exceeds 150. In each of these categories, the University is ranked third among technical universities in Poland.

In the 2022 edition of the Shanghai Ranking of Academic Subjects (Academic Ranking of World Universities), the highest ranked disciplines pursued at Wrocław Tech were mathematics (place 201–300) and mechanical engineering (place 301–400). On the other hand, in the 2023 edition of the QS academic subject ranking (World University Rankings), the highest were material sciences (place 201–250), followed closely by chemical engineering, electrical and electronic engineering, and mechanical, aeronautical, and manufacturing engineering (all in the 251–300 range).

Wrocław Tech makes efforts to ensure that the development of the research conducted at the University is reflected in its growing position in institutional and individual rankings.

## MULTIDISCIPLINARY TECHNICAL UNIVERSITY

The target model of Wrocław Tech assumes a close interaction of research conducted in four large fields of science:

- technical sciences;
- basic sciences;
- social sciences and humanities;
- health and life sciences.

Currently, technical sciences account for a total of 75% of the University's research activity, while basic sciences account for about 20%. The University's intention is to balance all four areas more evenly.

## STRATEGIC GOALS

Out of concern for increasing the contribution of Wrocław Tech to the development of science and technology, and to ensure its status as a leading research center, and to provide its employees, doctoral candidates and students with the best conditions for scientific work and development, the following strategic goals were defined in the field of research and innovation:

G1. undertaking pioneering and breakthrough research in key areas of science and technology, setting directions and pushing boundaries, thus responding to the expectations of society and the economy;

G2. creating a dynamic scientific environment integrating employees and doctoral candidates from all disciplines and involving students, promoting collaboration, innovation, interdisciplinarity, and excellence;

G3. strengthening international cooperation leading to an increase in the quality of research, among others by participating in scientific networks and programs;

G4. strengthening partnerships with the business environment conducive to increasing the impact and significance of the conducted research;

G5. developing a diverse scientific staff and their professional competencies needed for breakthrough research and technological innovation, as well as effective communication and playing a leading role in their respective fields and disciplines.

## STRATEGIC INITIATIVES

To achieve the above goals, the following strategic initiatives in the field of research were defined:

I1. expanding into health and life sciences and focusing on priority research areas, all while respecting individual academic freedom;

I2. establishing research centers and developing other forms of support for interdisciplinary teams and research;

I3. launching programs that promote scientific excellence, foster the scientific development of community members, improve research skills, and assist in commercializing research results – consistent with the Human Resources Strategy for Researchers (HRS4R);

I4. promoting mobility for scientists at every career stage and encouraging visits from researchers of other institutions; supporting institutional and individual scientific cooperation with domestic and foreign partners;

I5. facilitating the acquisition of external funds essential for conducting groundbreaking research and attracting the best scientists from around the world; in particular, efforts to secure strategic development programs and joining the group of research universities in the Excellence Initiative – Research University program.

# COOPERATION WITH THE ENVIRONMENT

## STRENGTHENING EXTERNAL RELATIONS

Wrocław Tech appreciates the role of cooperation in shaping and implementing its mission. This is especially true of partners from the business environment as key stakeholders of the University – employers, its graduates, recipients of the results of its scientific research, and beneficiaries of created technologies and innovations. The strategic role of the University in shaping the economy at the local, national, and global levels continues to grow with the development of a knowledge-based community.

The University also sees cooperation with other entities, especially with other universities, institutes, and scientific societies, as the key to its success.

Wrocław Tech also recognizes the strength and value of its impact on the local community, both in Wrocław and in the locations of its branches – in Jelenia Góra, Legnica, and Wałbrzych. The University's social enga-



gement – both institutional and of individual members of its community – goes hand in hand with building its internal openness and social responsibility, which are important in the context of the goal of educating future leaders with a strong influence on the environment.

As the largest university in the region, Wrocław Tech assumes a leading role in integrating the surrounding intellectual community. This is evidenced by the presence of the offices of the prestigious European organization, Academia Europaea, and the Erasmus+ network at Wrocław Tech. The University also supports the Wrocław Scientific Society and runs educational programs and events with an impact exceeding the confines of the university.

## UNIVERSITIES AND RESEARCH INSTITUTIONS IN THE REGION AND COUNTRY

Wrocław Tech is developing cooperation with academic centers in its environment. This particularly pertains to other public universities and research institutes in Wrocław, as well as other significant technical universities in the country.

This cooperation includes the exchange of students and staff, jointly conducted courses of study, joint research, access to scientific infrastructure, the development of information technology systems, sharing knowledge, and organizing conferences and scientific events.

The primary goal of this cooperation is to enhance and synergistically leverage competences and resources to implement significant projects, particularly those of an interdisciplinary nature.

Supporting the mission of other science and education institutions in the region is also a natural obligation of Wrocław Tech as the largest university, with the most resources and external relations.

## INTERNATIONAL COOPERATION

Establishing international partnerships and cooperation by Wrocław Tech, especially with leading European technical universities and research institutes, serves to raise the quality of education and research, increase the global reach and influence of the University, accumulate talents, competences, and resources, and use the synergistic effect to take on significant global challenges. It also supports the University's internationalization, cultural exchange, and provides its community with access to specialized knowledge and infrastructure.

Institutional cooperation with foremost universities facilitates the adoption of proven innovative organizational and educational models, as well as the mutual enrichment of scientific and communication cultures.

Strategic partnerships with the best centers of a similar profile, involving cooperation on many levels, are particularly important for Wrocław Tech. This can be exemplified by the participation in the Unite! European alliance.

## BUSINESS ENVIRONMENT

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Driven by its natural duty in the field of technological innovation and economic growth, Wrocław Tech builds strong and lasting relationships with business partners in Wrocław and Lower Silesia, whose areas of activity overlap with the University's research profile.

Cooperation with business is crucial for effectively fulfilling the third mission of the university – after education and research – which involves using accumulated knowledge, skills, and resources to tackle important social, economic, and environmental challenges.

Cooperation includes joint research projects, sharing unique research and computing infrastructure, technology transfer, expert services, integration of the environment through the creation of clusters and networks, co-creation of scientific policy by engaging business leaders in the University Council and social councils of faculties, student internships, and more.

The most important business partners of Wrocław Tech are large enterprises located in Wrocław and Lower Silesia that base their success on the development of technology and innovation.

## INNOVATIVE ENTREPRENEURSHIP ENVIRONMENT

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Wrocław Tech aims to develop the innovative entrepreneurship environment surrounding it, supporting the inventiveness and innovation of new businesses, as well as the transfer of knowledge and technology to entities already present on the market. Currently operating within the University's structure are the Innovation and Business Centre, Wrocław Centre for Technology Transfer, and Academic Entrepreneurship Incubator.

The basis for a culture of innovation and entrepreneurship is a modern educational model promoting interdisciplinarity, cooperation, solving real problems, and the involvement of business partners. The University will provide appropriate resources and support for students, doctoral candidates, and employees interested in starting their own technology-based business ventures. This support will include courses, training, consulting, and brokerage in contacts with partners and investors. For start-up or spin-off ventures, the University will develop an acceleration program, offering financing mechanisms and mentoring as well as access to University resources. Wrocław Tech will also continue to facilitate relationship-building through conferences, seminars, job fairs, and more.

## SOCIAL ENGAGEMENT

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Wrocław Tech is involved in activities supporting the local community – both institutionally and through the individual activity of members of its community. These activities primarily involve the community of Wrocław and other cities in the region, especially those where the University has branches. Support from the University often involves providing buildings or rooms, promoting via its own information channels, and involving its staff.

Recent examples of the University's response to environmental problems were air pollution and water contamination studies, supporting Wrocław hospitals during the pandemic, and assistance provided to war refugees from Ukraine. Among the permanent activities for the local community are informational campaigns, open scientific, cultural, and sporting events, fairs and festivals, and educational programs for children and youth, seniors, and teachers. The University also offers research and expert support to local organizations and businesses, helping to solve their problems and streamline their operations. Moreover, students carry out an extraordinarily varied scope of volunteer activity.

## EDUCATION OF SCHOOL CHILDREN AND YOUTH

As an important element of the regional educational environment, Wrocław Tech is strongly involved in educating school children and youth and popularizing science.

The University is the operator of the Academic High School, with about 500 students being educated within the University's walls and using its educational infrastructure. The school ranks in the top ten of the national ranking of high schools by the "Perspektywy" Education Foundation.

Wrocław Tech also cooperates with other high schools in Wrocław and the region, sponsoring them and providing them with its resources.

Important regular educational projects of the University aimed at children and youth are the Young Explorers Academy and Program Talent, each year supporting approximately 350 primary school students and about 2,500 high school graduates, respectively.

## VISIBILITY AND EXTERNAL COMMUNICATION

Wrocław Tech is aware of the need to effectively promote its offer and achievements as a leading technical university. In this area, it conducts, among others, the following activities:

- promoting the research achievements and innovations developed by the University's employees, doctoral candidates, and students, and their impact on society and the economy;
- informing about partnerships with other academic and economic centers for the joint development of knowledge and technology;
- presenting the level of education and the quality of student life at the University – including the program offer and infrastructure available to students, the activities of student clubs and organizations, services offered by the University, and opportunities to participate in research;
- informing about the University's engagement for the local community – including through educational activities, organizing open events, and supporting local companies and organizations;
- using social media and other communication channels to increase the visibility and reputation of the University.

## STRATEGIC GOALS

Out of concern for creating and nurturing relationships based on collaboration and providing a significant, positive impact of Wrocław Tech on its immediate and wider environment, and also to build academic prestige and reputation of the socially engaged university, the following strategic goals in the area of cooperation with the environment were defined:

- G1. strengthening partnerships with the business sector to enhance research and education vital to technological progress and the development of both local and global economies – this includes engaging in collaborative research and inviting partners to contribute to shaping the educational offer;
- G2. facilitating technology transfer and the commercialization of research results, and building a supportive network around the University to foster innovative entrepreneurship and support new start-up or spin-off projects, especially in the realm of deep tech;
- G3. enhancing the role of a leader integrating the Wrocław intellectual community;
- G4. forging enduring relationships within the European alliance Unite! and with other academic institutions, particularly European technical universities;
- G5. reinforcing the reputation of Wrocław Tech as a responsible and socially engaged university.

## STRATEGIC INITIATIVES

To achieve the above goals, the following strategic initiatives in the area of cooperation with the environment were defined:

- I1. creating and expanding partner networks linking academic centers, business, and regional self-government, based on collaboration, engagement, and trust – for example, the consortium “Institute of Technology and Innovation Highway” or the macro cluster “Technologies in Public Security”;
- I2. enhancing the existing and initiating new mechanisms to promote knowledge transfer between the University and the business environment, with a stronger involvement of specialists from the business environment in research and education; establishing appropriate cooperation agreements;
- I3. coordinating and expanding activities of the Wrocław Center for Technology Transfer, Innovation and Business Center, and Academic Entrepreneurship Incubator; advancing the activities of Wrocław Centre for Networking and Supercomputing, as well as establishing and developing research centers focused on technology innovation;
- I4. augmenting educational activities for the city and region, including running the Academia Europaea Wrocław Knowledge Hub, Wrocław Tech Academic High School, Program Talent for high school students, Young Explorers Academy, Erasmus+ program office, cooperation program with high schools, as well as organizing events, informational campaigns and trainings, and involvement in the Lower Silesian Science Festival;
- I5. active participation in the structures of the European alliance Unite! facilitating joint research and education, as well as signing agreements and supporting cooperation with other academic institutions, especially European technical universities.



# COMMUNITY

## COMMUNITY OF VALUES

Wrocław Tech is the largest university and one of the largest employers in the region. Its numerous and exceptionally diverse community comprises around 22,000 students, 800 doctoral candidates, 2,200 academic teachers, and 2,500 administrative and support system employees. In total, this is nearly 30,000 people from different locations, countries, and cultures, of different ages, worldviews and beliefs, different needs, characters, talents, passions, and aspirations. The University's broad community also includes over 100,000 alumni and retirees. The community of Wrocław Tech is united by ties of collaboration and fellowship and of the mission, vision, and values expressed in the Strategy.

As a partner of Unite! Wrocław Tech has become an integral part of an even larger community centered around fundamental European values, such as human dignity, democracy, the rule of law, social inclusion, concern for the environment for future generations, and academic freedom.

## CULTURE OF MANAGEMENT AND DECISION MAKING

Management is a key tool for implementing the strategy and fulfilling the University's mission. The primary goal of Wrocław Tech in this area is to achieve operational excellence and ensure financial stability and sustainable development. It is also essential to systematically increase revenues from sources other than the state subsidy and their share in financing the University's operations, strengthening the economic foundations of its autonomy.

Through appropriate management, Wrocław Tech commits to creating conditions conducive to the development of its community members' individual potential and achieving individual success for its members. This also applies to people with diverse abilities and needs. For this purpose, the University is improving modern process management using digital tools, strategic planning, and best practices. The recruitment and selection process should meet the criteria of transparency and competitiveness, and the induction system should introduce the best candidates from the country and abroad into the University community in a friendly manner.

## COMMUNITY DEVELOPMENT

Community engagement is an extremely important element for the smooth functioning of the academic environment. While material infrastructure is important, it is primarily the university community that shapes its culture and identity. A sense of belonging is key to achieving success in fulfilling the mission of the university, and the development of the community is the responsibility of every individual within the academic sphere.

The following are key elements serving the building of the community at Wrocław Tech, the development and strengthening of which are the most important strategic tasks facing the University in the area of community:

**democracy and participation** – the widest possible use of democratic procedures in making key personal (elections of the rector, senators, electors, and members of the University Council; assessment of candidates for deans, institute directors, department and clinic heads, chairs of scientific discipline councils; democratic conferment of academic dignities) and institutional decisions (adoption by collegial bodies of the statute, strategy, study programs), going beyond the requirements of external law;

**transparency and objectivity** – when making significant decisions, particularly personal ones concerning employment, promotion, remuneration, and recognition, but also in matters related to the disposal of property and other university resources; widespread application of transparent competition procedures;

**engagement and collaboration** – involving the wider community in shaping the University’s policies and making strategic decisions – through gathering opinions, organizing innovation competitions, encouraging own activity, etc.; including community members in the implementation of the strategy as well as any initiatives and ideas; initiating and supporting collaboration between community members developing their social competencies and opening the University to the problems of the environment, thus moving towards the model of the “engaged university”;

**communication** – broadly informing the community about the current state of the University and significant planned decisions; providing opportunities and tools for freely expressing expectations and opinions and taking them into account in shaping policies and making decisions; conducting opinion and satisfaction surveys and, based on this, taking actions that build a sense of agency; creating a system of unrestricted horizontal communication encompassing the entire community;

**internationalization** – a two-way academic exchange, creating conditions conducive to the presence at the University of a significant number of students, doctoral candidates, and employees from abroad (including lecturers and scientists conducting teaching or research projects) and supporting Wrocław Tech community members traveling on scholarships and internships to reputable foreign centers; implementing the Unite! virtual campus and using other forms of cooperation within networks and with other foreign partners;

**personal development** – creating favorable conditions for the development of community members’ professional competencies (enabling advancement or changing the work environment) as well as development of personality and future skills (especially creativity, communicativeness, and teamwork), along with developing motivational systems and a flexible work model, psychological support, etc.;

**respect for achievements** – supporting talents and acknowledging both research or teaching achievements of academic staff, and the successes of other employees, students, and doctoral candidates, including those not directly related to work or study, such as artistic or sporting achievements;

**acceptance of diversity** – reflecting in the University’s policy the various individual experiences, interests, aspirations, and expectations towards the community or institution, as well as supporting and providing equal conditions for studying, working, and developing for people with special needs, including with disabilities, as well as representing minorities, including foreigners and representatives of different cultural backgrounds, thus moving towards the model of the “inclusive university”;



**tolerance** – respect for all legal opinions and lifestyles, freedom of choice and experiment, and providing space for free academic debate; respect, however, does not preclude institutional affirmation of values and attitudes consistent with the mission of the University, especially the pursuit of truth;

**equality** – striving to equalize opportunities in access to education and the fulfillment of individual professional aspirations within the mission defined by the University; care for equal opportunities for education, conducting research, development, and professional advancement, use of the University’s resources, etc.;

**comfort** – striving to improve the conditions for studying and working at the University, in particular creating a safe environment, prioritizing the physical and mental health of community members, taking care of work-life balance, and acknowledging changing community expectations in shaping policy and making decisions;

**culture and sports** – supporting and organizing cultural events, charity activities and sports-recreational events, and the development of university sports as an important factor integrating students of different years, faculties, and fields among themselves and with doctoral candidates and University employees;

**heritage and tradition** – taking care of the heritage and legacy of the University and cultivating academic traditions through documenting and utilizing the achievements of the community, maintaining a museum, promoting and applying a code of ethics, organizing ceremonies and academic celebrations, especially the inauguration of the academic year, university holidays, and juvenalia (annual student festival), preserving traditional academic dress, organizing lectures by distinguished figures from the world of science, culture, and economy, organizing meetings of graduates.

## RELATIONS WITH ALUMNI

Wrocław Tech appreciates the importance of maintaining relations with its alumni, which now number over one hundred thousand in total. The main tasks of the Alumni Association include the organization of events and integration meetings, the publication of materials dedicated to the history and current affairs of the University, taking care of graduates starting their professional careers and awarding the badge “Distinguished Alumni of the Wrocław University of Science and Technology”.

The University recognizes as a challenge maintaining relations with an ever-increasing number of young graduates in particular, tracking their careers, making fuller use of alumni opinions on the functioning of the University – especially regarding education, creating a convenient digital platform for integrating graduates with the University and with each other, and offering the alumni wider and more attractive opportunities to support the University.

## STRATEGIC GOALS

Out of concern for the development of the academic community of employees, doctoral candidates, and students of Wrocław Tech, based on collaboration, openness, and respect, engaged in the development of the University and undertaking the challenges of the modern world, the following strategic goals in the area of community are defined:

- G1. fostering a supportive and integrative work environment that bolsters employee satisfaction and professional growth – with an emphasis on maintaining a balance between professional duties and private life for all employees, and enabling a flexible allocation of working hours for academic staff between research and teaching;
- G2. reinforcing a culture of collaboration and engagement, thereby cultivating an open community bound by shared values, mutual respect, and partnership relations;
- G3. enhancing teamwork and fostering collaboration beyond the formal structures of the University, while promoting a culture of innovation and creativity;
- G4. facilitating professional advancement and creating career opportunities for both academic teachers and administration;
- G5. providing avenues for students and doctoral candidates to participate in University life through clubs and organizations, and to engage the broader community during joint events; establishing ways for alumni to maintain a connection with the University and contribute to its development.

## STRATEGIC INITIATIVES

To achieve the above goals, the following strategic initiatives in the community area are defined:

- I1. strengthening democratic institutions, procedures, and transparency rules, while fostering the development of effective multi-directional internal communication channels and expanding participation in decision-making processes across the University community;
- I2. refining the human capital management system – among other things, by introducing management by objectives as a clear motivational strategy, ensuring career progression paths, and providing training and professional growth programs to enrich the skills and career trajectories of academic teachers and administration;
- I3. fostering an environment conducive to the internationalization of the University community, alongside initiatives aimed at increasing comprehensive accessibility and openness;
- I4. launching the health and well-being support programs – such as offering mental health support (including psychological consultations and stress management workshops), promoting balance between professional and private life, and initiating preventive programs that encourage physical activity;
- I5. promoting cultural events and student sports, as well as supporting and organizing events integrating the University community.

# INFRASTRUCTURE

## CAMPUS

The facilities of Wrocław Tech, with a total area of over 370,000 m<sup>2</sup>, are located on the Main Campus in the center of Wrocław, several smaller campuses in Wrocław, and in three cities where the University has its branches: Jelenia Góra, Legnica, and Wałbrzych.

In addition to educational, research, student, sports, and social buildings, the University has a wide network of libraries and reading rooms with a modern digital library, a networking and supercomputing center, a congress center, and exhibition spaces.

Wrocław Tech constantly invests in renovations and modernization of existing facilities, as well as acquiring and building new ones. Responsible development of the University must take into account ESG (Environmental, Social, and Corporate Governance) standards and ensure accessibility. Transition towards zero-emission is an important task. The idea of a green-blue university includes the implementation of sustainable practices that support the reduction of its impact on the environment and enable the implementation of adaptive solutions to changes occurring in it. Another crucial task is adapting infrastructure and services for people with special needs, including disabilities.

## LIBRARY

Wrocław Tech has the largest technical academic library in Lower Silesia. Its task is to collect literature in line with the profile of the University and to provide access to books, journals, and databases in electronic and traditional form.

The Wrocław Tech Library operates in 20 locations with a total area of 8,000 m<sup>2</sup>. Part of it is the Open Science Zone – an open scientific reading room mainly providing electronic sources of information in a comfortable space with 300 terminals and 10 individual workrooms.

The library offers remote access, scientometric analyses, standardization information, interlibrary lending, audiobook service, and scans on request.

The printed resources of the Library exceed 500,000 volumes of books and journals. Much richer are the electronic resources, including approximately 3,600,000 book titles and 74,000 journal titles. The library also provides access to over 100 databases, including scientific indexes.

The integrated library system ALMA is used to manage collections.

Wrocław Tech Library current priorities include expanding international cooperation and developing training services.

## EDUCATIONAL INFRASTRUCTURE

Wrocław Tech has educational facilities covering approximately 80,000 m<sup>2</sup>, of which over 50% consists of 800 laboratories with modern research equipment. Additionally, for the needs of medical education, the University has obtained access agreements to the infrastructure of most Wrocław hospitals.

A significant element of the development of the educational infrastructure in the recent period was the University's investment in remote education tools, including the appropriate equipment of about 100 classrooms. This process will continue as part of the plan to include the University in the Unite! virtual campus. An important task is also the creation of educational laboratories for new or modified fields of study. Gradual adjustment of the educational base will also require the implementation of educational strategic initiatives concerning interdisciplinary education and increasing the share of interactive forms.

## RESEARCH INFRASTRUCTURE

The research area of Wrocław Tech is about 15,000 m<sup>2</sup>, of which over 50% consists of 250 laboratories equipped with modern research equipment, often unique at the international level. Advanced research infrastructure boosts the University's potential and appeal to staff, doctoral candidates, students, and partners.

Currently, as many as 9 research laboratories of Wrocław Tech (a leader among Polish universities) possess a certificate from the Polish Centre of Accreditation. Accredited laboratories guarantee high-quality research and services for external partners and play an important role in raising education standards. Accreditations confirm compliance with industry standards, which builds trust in the quality of research services.

The University has an important role of optimizing the use of its infrastructure to facilitate optimal research conditions for staff, doctoral candidates, students involved in research, and guests from cooperating institutions. In this regard, the University plans to expand its infrastructure database (currently in the pilot phase), focusing especially on large and unique research equipment attractive to researchers from other University units or partner institutions.

The University is committed to advancing its research infrastructure on many levels. Regarding specialist equipment, it is planned to introduce a system of timed access to standard-equipped research spaces for individual researchers and teams, especially for new laboratories created for project implementation, by creating an internal research park. Additionally, the University envisions continuing its investments in large-scale research infrastructure, such as an architectural prototyping center and a medical technology center. Providing flexible access to large research infrastructure will be facilitated by the establishment of interdisciplinary central laboratories, starting with a laboratory for studying phenomena at the molecular and atomic level. Furthermore, the University acknowledges the importance of providing space and laboratory access for start-up ventures, as key elements in driving innovation.

## INFRASTRUCTURE FOR STUDENTS AND DOCTORAL CANDIDATES

Wrocław Tech is an institution open to the growing infrastructural needs of students and doctoral candidates. About half of each of these groups come from other regions of the country or abroad, so an important element of the infrastructure are dormitories along with their immediate surroundings. The University is gradually modernizing these facilities, primarily to increase safety and comfort. A specific example is the need to provide access to broadband internet and data security.

It is equally important to provide students and doctoral candidates with convenient access to libraries and reading rooms, as well as scientific and computer laboratories. The University's intention is to broaden this access, necessary for the implementation of strategic initiatives in the field of education.

Wrocław Tech prides itself on a wide range of student and doctoral activity, involving the operation of 180 scientific groups, 25 student organizations, and 20 cultural agendas, and engaging a significant part of the community achieving successes visible both inside and outside the University. The infrastructure for these activities includes the Student Culture Zone building and dispersed spaces on campus with a total area of about 3,000 m<sup>2</sup>. The University treats the development of infrastructure available to students and doctoral candidates as a priority, both in response to growing needs and for the implementation of strategic initiatives aimed at increasing the educational and integrating role of circles and organizations.

The academic Radio Luz and academic Television Styk, which have their own premises and professional technical infrastructure, also play an important role in student life.

## SPORTS INFRASTRUCTURE

Wrocław Tech boasts a comprehensive suite of sports facilities. In recent years, the University has constructed well-equipped sports halls that facilitate physical education classes, training for sports sections, and the organization of top-tier academic competitions with audiences. These facilities include courts for basketball, volleyball, handball, and futsal, spaces for martial arts and fitness, a dance studio, and a weightlifting gym. The University also possesses a rowing pool and a rowing ergometer room. Some sports activities also take place in rented external facilities.

The crowning investment in the area of sports facilities will be the construction of a swimming pool, which, according to the existing concept, will not only serve recreational and sports purposes but also showcase modern solutions in the domain of water and energy saving solutions.

## COMMUNITY INFRASTRUCTURE

Wrocław Tech puts great importance to accessibility, which is reflected in the care for the universality of new infrastructure and the appropriate adaptation of the existing one. Work in this area is supported by coordinators of architectural, digital, and information and communication accessibility. Within the University, there is a Typhloinformatics Laboratory equipped with specialist equipment, dealing with, among other things, the adaptation and provision of educational materials for people with disabilities.



An important element of the infrastructure of Wrocław Tech are spaces for free individual and team work, meeting places and chillout areas, as well as clubs and bars. The University intends to continue the development of such infrastructure in concern for the well-being and comfort of the community.

The University also intends to develop a campus friendly to people without knowledge of the Polish language – including by introducing bilingual messages, announcements, information, markings, etc. This process is already at an advanced stage and will continue to be developed.

To facilitate cooperation, promote internationalization, and improve the quality of education and research, Wrocław Tech intends to transform one of its facilities on the Main Campus into an academic hotel for visiting lecturers and researchers from other centers.

## ICT INFRASTRUCTURE

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An essential element of Wrocław Tech's information and communication technology (ICT) infrastructure includes systems that continuously modernize IT technologies across various operational areas. The University is currently transitioning to a new IT system to manage the course of studies. This complex and time-consuming process necessitates engagement from a large segment of the community. Ensuring the safe and efficient completion of this process is a key objective for the University. Another critical and immediate goal is to implement an electronic document management system, along with selected IT systems that support administrative processes and decision-making.

An integral part of Wrocław Tech is the Wrocław Centre for Networking and Supercomputing, which provides the community and external users with Internet access, high computational power, diverse software, a secure data warehouse, and an independent email system. The University continuously updates and expands the Center's infrastructure, positioning it as one of the most vital providers of IT resources and services in the country. Launched in 2021, the "Bem 2" supercomputer boasts a computing power of 2.2 PFLOP, making it the 4th largest supercomputer in Poland. Unrestricted access to such powerful computational resources significantly strengthens the University's standing as a research hub across all scientific and technological disciplines.

## TRANSPORT INFRASTRUCTURE

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A standard element of the Wrocław Tech transport infrastructure is an integrated network of internal roads and parking lots. The University's primary focus is to make the campus more friendly for users of electric vehicles, public transport, bicycles, and other eco-friendly modes of transport. Infrastructure development in this area will include the construction of battery charging stations, aesthetic upgrades, and functional improvements catering to pedestrians and cyclists. This includes an increase in the number and quality of bicycle parking spaces, along with the construction of a dedicated service station.

A unique and impressive object of Wrocław Tech is the horizontal cable car "Polinka" that connects the parts of the Main Campus separated by the river. It mainly serves a transport function, but due to its uniqueness, it also plays the role of a landmark.



## STRATEGIC GOALS

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Out of concern for providing Wrocław Tech with a modern, sustainable, and accessible material and technological base, supporting the University's mission and offering conducive conditions for education and research and community development and collaboration, the following strategic objectives in the area of infrastructure were defined:

- G1. cultivating a welcoming, inclusive, accessible, and environmentally conscious campus that promotes personal development and fosters a sense of belonging;
- G2. advancing the educational infrastructure, student facilities, and library services to enhance the quality of education and study comfort;
- G3. enhancing research infrastructure to attract talent, boost potential for pioneering research, encourage collaboration, and facilitate project implementation, especially in priority research areas;
- G4. expanding the information technology infrastructure and leveraging the ever-evolving potential of information technology technologies across all University operations;
- G5. embracing responsibility for sustainable development, environmental stewardship, and climate issues, as emphasized in key international agreements: Paris Agreement, European Green Deal, and Sustainable Development Goals, within the University's investment policy and other activities.

## STRATEGIC INITIATIVES

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To achieve the above objectives, the following strategic initiatives in the area of infrastructure were determined:

- I1. applying universal design principles in the construction of new facilities, while enhancing the landscape with increased greenery and spaces for individual work, meetings, recreation, and relaxation;
- I2. upgrading existing teaching laboratories and developing new ones, such as a medical simulation center; equipping classrooms with innovative technologies; expanding a digital repository of teaching materials; improving infrastructure for student and doctoral organizations;
- I3. establishing and expanding research centers, central laboratories, a research park, and a comprehensive database of the University's infrastructure and research capabilities;
- I4. launching an electronic document management system and initiating or enhancing other information technology systems to streamline the University's operations;
- I5. adopting a sustainable investment policy that factors in environmental and social considerations, aligning with ESG standards.

## STRATEGY IMPLEMENTATION

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The aim of this Strategy is to propel Wrocław Tech to the forefront of multidisciplinary technical universities in the country, and secure recognition on the international stage across all core operational areas: education, research, and knowledge transfer, as well as the development of the academic community and University infrastructure.

The strategic objectives defined for each area resonate with the mission, vision, and values of Wrocław Tech stated at the outset.

The foundation for affirming the mission, vision, and values derives from the analysis of social and business environment requirements, surveying the University community's expectations, and the appraisal of its current status.

Implementation of the Strategy will involve realizing the strategic initiatives defined for each area, with detailed strategic programs developed within these initiatives.

Some of the strategic initiatives will be implemented within the confines of projects or based on internally developed University documents. Such strategic projects and internal documents will safeguard those areas of University activity, where the monitoring and analysis of numerical indicators alone do not suffice for accurate assessment of the direction of change and the degree of strategic goal attainment.

The target model and strategic goals of the University will be embodied in the development plans adopted by individual units, particularly faculties. It is crucial that most of the numerical indicators measured at the University level are the aggregate of those values at the unit level.

A crucial component of the strategy implementation process is monitoring, encompassing each key area of University activity: education, research, community, cooperation, and infrastructure. Each of these areas is supervised by the appropriate vice-rector or the rector himself – also responsible for the implementation of the overall strategy.

Monitoring the strategy implementation at the level of strategic initiatives is an ongoing process, enabling proactive identification of potential threats, and hence, improving actions geared towards attaining the set strategic goals.

Monitoring strategy implementation at the level of strategic initiatives is a continuous process, enabling the proactive identification of threats, and thus the improvement of actions geared towards attaining the set strategic goals.

The strategy evaluation will be conducted at pivotal stages of its implementation and upon its completion. The objective of the evaluation will be to assess the effectiveness, efficiency, and the impact of the strategy on Wrocław Tech's development. The outcome of the evaluation may recommend a modification to this strategy or the development of a new one.



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