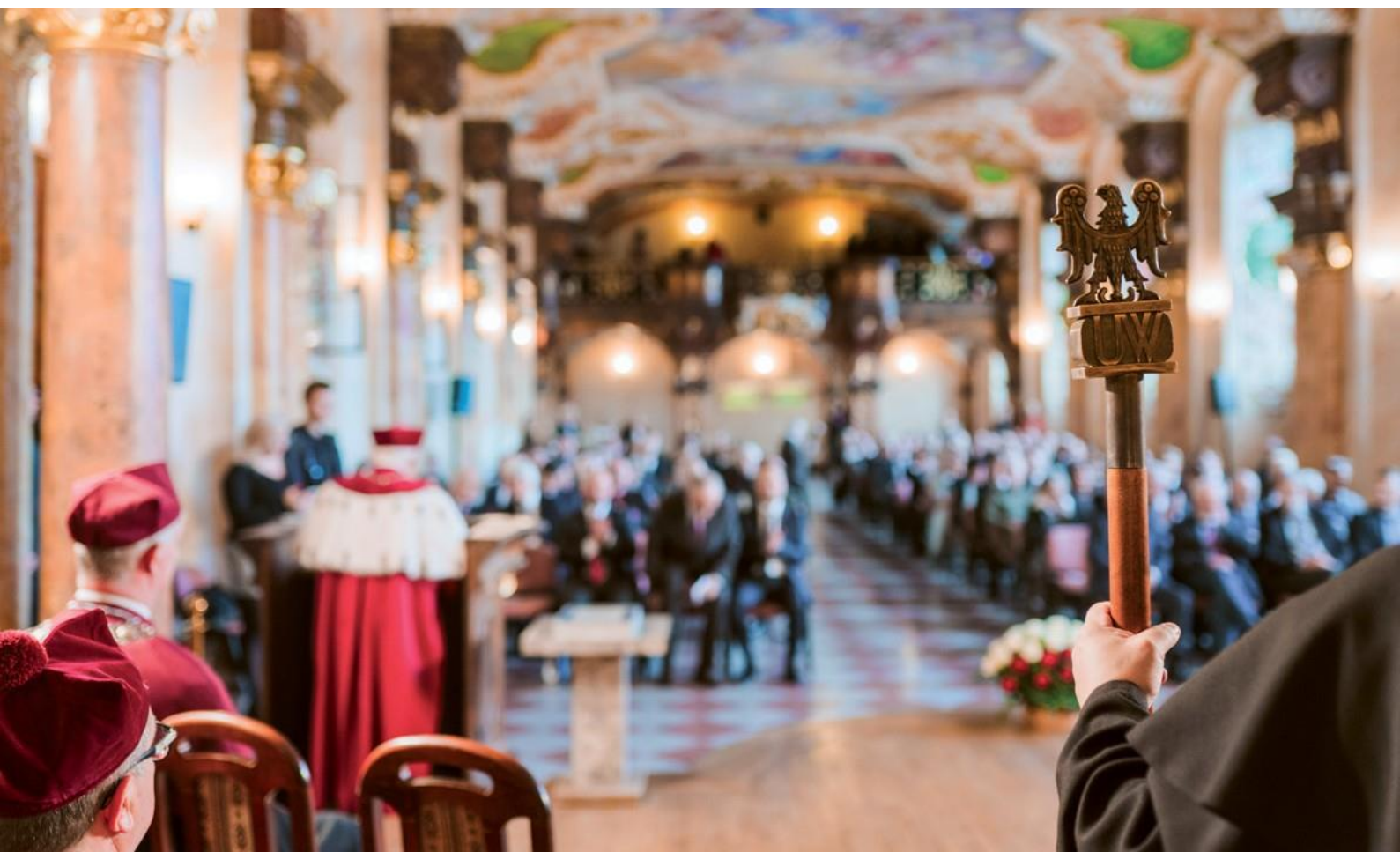




Uniwersytet  
Wrocławski

# Development Strategy of the University of Wrocław

for the period 2021-2030



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## I Mission and values

The University of Wrocław is an internationally influential university with strong roots in the city, region and country. The University of Wrocław conducts scientific research and educates students and doctoral students in a spirit of openness, independence, honesty and tolerance, serving society and science and aspiring to the role of one of the depositories of human intellectual achievements.

### 1.1. Mission

**The mission of the University of Wrocław is:**

- a. to search for truth, the transmission of knowledge and the nurturing of culture;
- b. to build social and intellectual capital through shaping open-minded people, prepared to act on a local and global scale, finding themselves in a changing world, accepting diversity and aware of the importance of national and regional identity;
- c. to carry out scientific research freely, fully and openly, striking a balance between fundamental and applied research.

### 1.2. Values

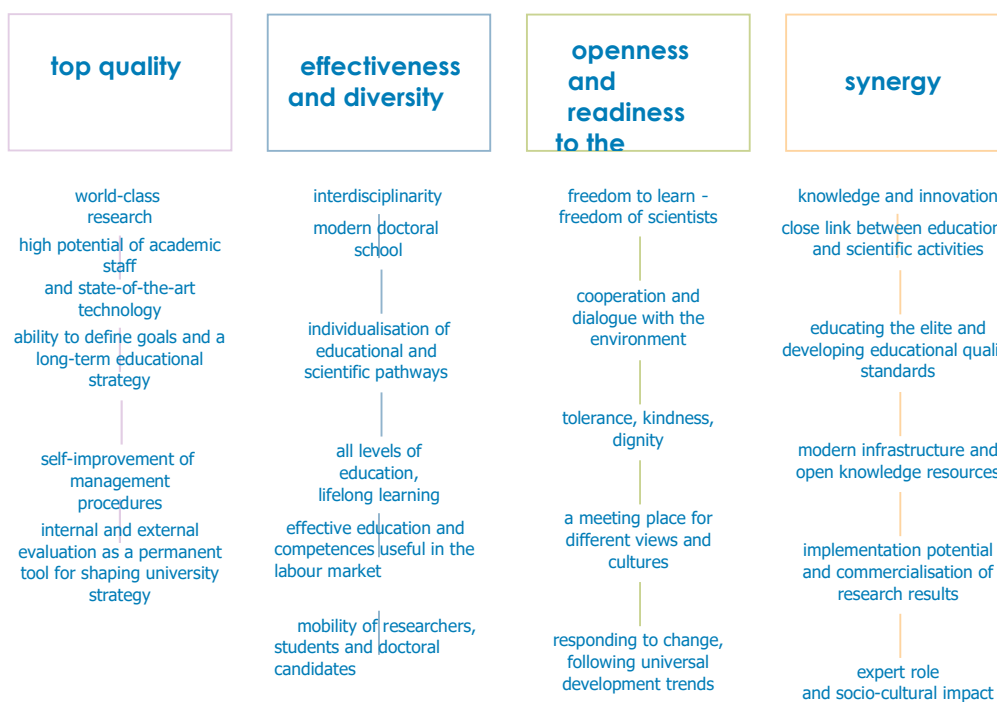
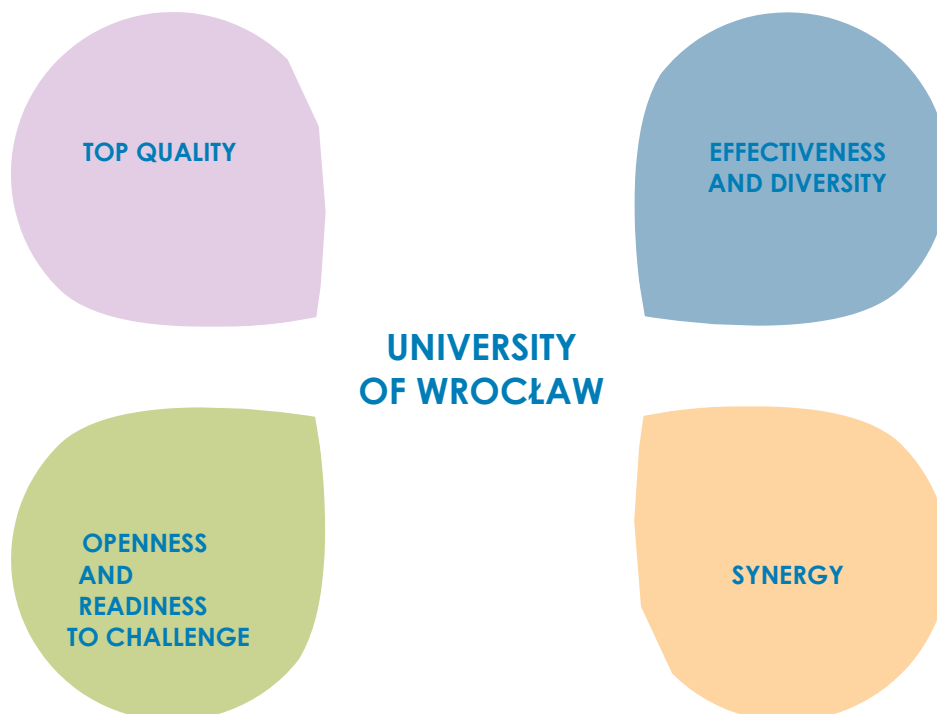
The University of Wrocław (*Universitas Wratislaviensis*) cultivates valuable elements of the rich and complex academic heritage of Wrocław, in particular the *Universitas Leopoldina Wratislaviensis* founded in 1702 and its institutional continuation with the *Universitas Litterarum Wratislaviensis* formed in 1811-1816. Since its foundation in 1945

- with the contribution of the pioneers of science in post-war Breslau, including students from the Jan Kazimierz University in Lviv, in grateful memory - the University has served science and society. The traditions of academic freedom and the willingness to participate in building civil society are important to us.

The best capital and the highest value of the University of Wrocław is the community of employees, students and doctoral students, which maintains a permanent bond with its graduates. The subjectivity of the university community forms the basis for maintaining and shaping academic autonomy, integrity and openness by taking care of the working and learning conditions and the highest standards of ethos of the researcher, lecturer and student.

**The values that make up the foundation of the University of Wrocław revolve around four assumptions:**

- a. the highest quality,
- b. effectiveness and diversity,
- c. openness and readiness to challenge
- d. synergies.





## II Development vision

### University of Wrocław

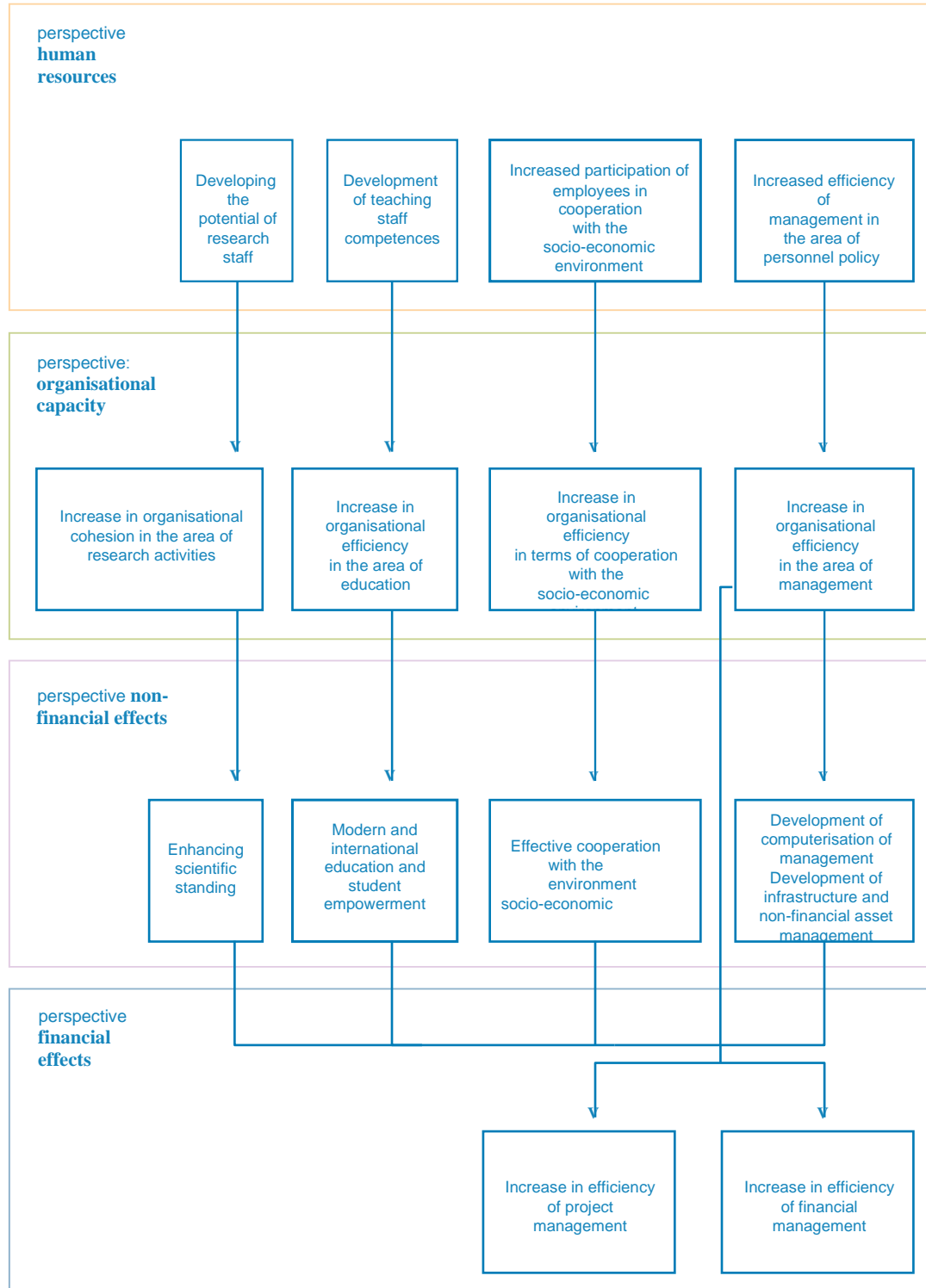
- a. aims to become one of the most important universities in Central Europe as a research university, conducting and promoting scientific research of the highest world quality in cooperation with the best national and international research centres.
- b. aims to strengthen its ties with Wrocław and Lower Silesia by opening up for cooperation with local government units, universities, institutions and businesses in the public and private sectors.
- c. as a place to meet and exchange ideas, it strives to shape good practices in public and private spaces, actively cooperating with the socio-economic environment and contributing to the building of a knowledge-based society.
- d. promotes a culture of quality in its human resources policy in combination with the implementation of effective management, taking into account the achievement of the University's long-term strategic objectives.
- e. meets the challenges of the future by creating conditions for the development of research teams that actively participate in the world's scientific life and respond to the needs of society with their research.
- f. supports the development of students and doctoral students, ensuring access to the latest world-class knowledge and promoting active participation in scientific life.
- g. aims to cooperate and integrate with other Wrocław universities.

### III Strategic and operational objectives

The University of Wrocław has adopted the following strategic and operational objectives:

OPERATIONAL OBJECTIVES	Strategic objective 1 Development of research activities
Operational objective 1.1	Developing the potential of research staff
Operational objective 1.2	Increase in organisational efficiency in the area of research activities
Operational objective 1.3	Enhancing scientific standing
	Strategic objective 2 Modern and efficient education
Operational objective 2.1	Development of teaching staff competences
Operational objective 2.2	Increase in organisational efficiency in the field of education
Operational objective 2.3	Modern and international education and student empowerment
	Strategic objective 3 Development of cooperation with the socio-economic environment
Operational objective 3.1	Increase in employee participation in cooperation with the socio-economic environment
Operational objective 3.2	Increase in organisational efficiency in terms of cooperation with the socio-economic environment
Operational objective 3.3	Effective cooperation with the socio-economic environment
	Strategic objective 4 Development of systemic management
Operational objective 4.1	Increased management efficiency in the area of human resources policy
Operational objective 4.2	Increase in organisational efficiency in the area of management
Operational objective 4.3	Increase in efficiency of financial management
Operational objective 4.4	Increased efficiency of project management
Operational objective 4.5	Development of computerisation of management
Operational objective 4.6	Infrastructure development and asset management

**Map of operational objectives of the University of Wrocław:**



The University of Wrocław has adopted the following tasks within the framework of individual operational objectives:

TASKS	STRATEGIC OBJECTIVE 1 DEVELOPMENT OF RESEARCH ACTIVITIES
<b>Operational objective 1.1 Development of research staff potential</b>	
Task 1.1.1	Implementing human resources policies in the research area, including the principles of job evaluation, competency models, employee assessment, hiring, promotion, remuneration, training, motivation and organizational culture
Task 1.1.2	Developing interdisciplinary research teams
Task 1.1.3	Increase in mobility and internationalisation of research staff
Task 1.1.4	Development of young research staff and their involvement in the development of the University
<b>Operational objective 1.2 Increase in organisational efficiency in the area of research activities</b>	
Task 1.2.1	Establishment of a project acquisition and handling centre with a board composed of experts with experience in panels or other awarding bodies
Task 1.2.2	Concentration and replenishment of top quality hardware resources, including specialised software, databases, specialised literature
Task 1.2.3	Creation of systemic support in obtaining patents and commercialisation of research results
Task 1.2.4	Bringing about a reduction in salaries as a pro-quality instrument
Task 1.2.5	Launching incubators of scientific excellence
Task 1.2.6	Periodic analysis of the scientific achievements of the disciplines in a University-wide perspective
<b>Operational objective 1.3 Enhancing scientific standing</b>	
Task 1.3.1	Achieving high scientific categories. Remaining among the universities implementing projects in the "Excellence Initiative - Research University" competition
Task 1.3.2	Development of internationalisation of research
Task 1.3.3	Highest quality and adequate number of scientific publications
Task 1.3.4	Achieving high scores within the parametric evaluation in the area of publications
Task 1.3.5	Funding for research (including research with application potential)
Task 1.3.6	Achieving high scores within the parametric evaluation in the area of grants
Task 1.3.7	Creation of a professional platform for publications affiliated to the University
Task 1.3.8	High standing of the doctoral school

	<b>STRATEGIC OBJECTIVE 2 MODERN AND EFFICIENT EDUCATION</b>
<b>Operational objective 2.1</b>	<b>Development of teaching staff competences</b>
Task 2.1.1	Implementing human resources policies in the education area, including the principles of job evaluation, competency models, employee assessment, hiring, promotion, remuneration, training, motivation and organizational culture
Task 2.1.2	Increasing of the potential of the teaching staff through development in the field of substantive qualifications, methodical and communication skills and ethics
Task 2.1.3	Development of young research and teaching staff and their involvement in the development of the University
Task 2.1.4	Internationalisation of research and teaching staff
<b>Operational objective 2.2</b>	<b>Increase in organisational efficiency in the field of education</b>
Task 2.2.1	Implementation of innovative teaching technologies
Task 2.2.2	Modern infrastructure and open knowledge resources
Task 2.2.3	Building a database and promoting good practice in education
Task 2.2.4	Promoting an educational offer for foreign students
Task 2.2.5	Bank fees are paid by the student applicant.
<b>Operational objective 2.3</b>	<b>Modern and international education and student empowerment</b>
Task 2.3.1	Achieving high scores in programmatic and comprehensive evaluation
Task 2.3.2	Development of interdisciplinary education
Task 2.3.3	Using the latest research in education
Task 2.3.4	Defining and updating objectives in the education strategy in cooperation with relevant representatives of external stakeholders and reacting to changes, following universal development trends
Task 2.3.5	Individualise students' learning paths and increase their participation in research
Task 2.3.6	Effective training of competences useful in the labour market
Task 2.3.7	To increase the level of internationalisation of student recruitment and training
Task 2.3.8	Increased mobility of teaching staff, students and doctoral students
Task 2.3.9	Creation and promotion of lifelong learning opportunities
Task 2.3.10	Creation and promotion of lifelong learning opportunities
Task 2.3.11	Recognising and using multicultural and environmental aspects in education
Task 2.3.12	Teaching and strengthening interpersonal attitudes of tolerance, kindness and dignity of others

Task 2.3.13	Promoting the University ethos, culture and motivation and active participation of students in the life of the University
Task 2.3.14	Support and material motivation of students
<b>STRATEGIC OBJECTIVE 3 DEVELOPMENT OF COOPERATION WITH THE SOCIO-ECONOMIC ENVIRONMENT</b>	
<b>Operational objective 3.1</b>	<b>Increase in employee participation in cooperation with the socio-economic environment</b>
Task 3.1.1	Analysing the potential of employees in the area of cooperation with the socio-economic environment
Task 3.1.2	Development of staff competences with regard to undertaking and implementing cooperation with the socio-economic environment
Task 3.1.3	Building the University's relationship with its environment by promoting the achievements of staff, young researchers and research teams
<b>Operational objective 3.2</b>	<b>Increase in organisational efficiency in terms of cooperation with the socio-economic environment</b>
Task 3.2.1	Development and implementation of a communication strategy and image policy of the University
Task 3.2.2	Developing cooperation with alumni and their active participation in promoting the University
Task 3.2.3	Establishment of a database of experts - University employees for media contacts
Task 3.2.4	Development and promotion of the University's offer of research and expertise activities
Task 3.2.5	Development of a policy of social and environmental responsibility of the University
Task 3.2.6	Developing principles for using the University's heritage and resources in building relationships with the environment
<b>Operational objective 3.3</b>	<b>Effective cooperation with the socio-economic environment</b>
Task 3.3.1	Development of the University's cooperation with Polish and foreign universities. Activities to integrate the academic community of Wrocław
Task 3.3.2	Development of the University's cooperation with authorities and public administration (central and local government)
Task 3.3.3	Development of cooperation of the University with economic entities and business environment institutions
Task 3.3.4	Development of cooperation between the University and cultural, educational and sporting institutions
Task 3.3.5	Development of cooperation between the University and non-governmental organisations
Task 3.3.6	Achieving high scores within the parametric evaluation in the area of environmental impact
Task 3.3.7	Participation of University representatives in academic and community bodies and scientific associations

	<b>STRATEGIC OBJECTIVE 4 DEVELOPMENT OF SYSTEMIC MANAGEMENT</b>
<b>Operational objective 4.1</b>	<b>Increased management efficiency in the area of human resources policy</b>
Task 4.1.1	Development and establishment of principles of human resources policy including principles of job evaluation, competence models, employee evaluation, hiring, promotion, remuneration, training, motivation and development of organizational culture
Task 4.1.2	Implementing a human resources policy for non-academic staff
Task 4.1.3	Developing and establishing rules for the analysis of periodic evaluation results
Task 4.1.4	Development of managerial competences, necessary for management, among employees in managerial positions
Task 4.1.5	Taking care to increase the sense of identification of staff, doctoral candidates and students with the University
<b>Operational objective 4.2</b>	<b>Increase in organisational efficiency in the area of research activities</b>
Task 4.2.1	Development of principles and implementation of strategic management
Task 4.2.2	Development of principles and implementation of process management
Task 4.2.3	Development and implementation of the principles for the management of scientific disciplines
Task 4.2.4	Development of a concept and implementation of an information system for University management
Task 4.2.5	Development of tools to support the management control system (including risk management)
Task 4.2.6	Development of principles and implementation of internal communication and change management
Task 4.2.7	Adaptation of the organisational structure to the new legal environment and rules of operation of science and higher education
Task 4.2.8	Reducing atomisation in the organisation by implementing collaborative mechanisms in the University
Task 4.2.9	Optimisation of the public procurement system
<b>Operational objective 4.3</b>	<b>Increase in efficiency of financial management</b>
Task 4.3.1	Definition of principles and implementation of budgeting
Task 4.3.2	Development of a concept and implementation of an education costing
Task 4.3.3	Implementation of an accountability system
Task 4.3.4	Implementation of inventory rules for information system development
Task 4.3.5	Developing principles for the acquisition and development of research equipment

<b>Operational objective 4.4</b>	<b>Increase in efficiency of project management</b>
Task 4.4.1	Creation of uniform rules for the process of applying for, implementing, monitoring the effects of and accounting for projects
Task 4.4.2	Implementation of rules for selecting the most effective investment projects
Task 4.4.3	Establishment and operation of a support centre for obtaining and handling external funds
<b>Operational objective 4.5</b>	<b>Development of computerisation of management</b>
Task 4.5.1	Development and implementation of an IT development strategy based on the information system concept
Task 4.5.2	Development of ICT infrastructure and centralisation of resources
Task 4.5.3	Development of management information systems and introduction of electronic document management
Task 4.5.4	Increase the level of self-service (electronic forms of student communication with the University, staff portal, ABK portal)
Task 4.5.5	Introduction of an intranet
<b>Operational objective 4.6</b>	<b>Development of infrastructure and non-financial asset management</b>
Task 4.6.1	Development and implementation of a property and office space management system
Task 4.6.2	Development and implementation of a resource base and rules for sharing research equipment
Task 4.6.3	Development and implementation of an investment and renovation management system
Task 4.6.4	Obtaining funds for repairs, modernisation and investments



## IV Strategy assumptions

1. The present strategy is the result of a detailed diagnosis aimed at identifying opportunities and factors of development of the University of Wrocław in relation to particular strategic objectives. The aim of the work was to collect data on the resources, infrastructure and identification of the directions of development of the University of Wrocław.
2. The changing international, national and regional conditions, new technological opportunities and changes in the system of science and higher education are the internal conditions that determine the activities of the University of Wrocław community.
3. The basic task was to identify the strategic objectives (courses of action) and the entities responsible for their implementation.
4. Following the experience of previous strategies, the work focused on ensuring that the declared objectives and tasks were implemented effectively. An important task was to ensure flexibility of the strategy in relation to changing conditions in order to achieve the highest degree of realisation of the set goals.
5. The proposed mission, values, development vision, strategic and operational objectives and tasks are the result of the interaction of the university community. During the work various concepts and competing proposals for the development of the university came together in a creative way, reflecting the complexity of the University of Wrocław environment. The result of the work is a balanced vision of the multidirectional development of the University.



6. The strategy was built on four initial assumptions:

- a. **Diagnosis** - The work on the diagnosis made use of SWOT and PESTEL analysis, individual direct interviews with representatives of the authorities of the University, faculties, institutes and departments, as well as other organisational units, workshops with academics, administrative staff, doctoral students and students.
- b. **Programme part** - The work on the strategy established its basic elements. These include mission, values, vision, strategic goals, operational goals and specific tasks. The strategy was developed taking into account the principles of the "Excellence Initiative - Research University" programme.
- c. **Institutional part** - the entities responsible for the implementation of individual strategic and operational objectives have been identified. The coordination and implementation of the strategy's provisions and the monitoring of the progress achieved have been developed.
- d. **Financial part** - Sources of funding have been identified.

7. The implementation of the strategy will be monitored using a balanced scorecard tool. It is a method of monitoring strategy implementation developed on the basis of practical experience of many organisations. It uses a consistent system of financial and non-financial metrics. It is an instrument for transforming an organisation's strategic plans into individual goals at each level of the organisation. Scorecards, prepared at the beginning of the strategy's implementation and modified as necessary at successive stages of its

implementation, support the strategic management system for long-term strategy implementation. In scorecards, the organisation's strategy is translated into a coherent set of performance measures that forms the basis of a strategic management system. The principles of monitoring the University of Wrocław strategy through its operationalisation (presenting the objectives in numerical form) and identifying the tasks and entities responsible for their implementation are included in the balanced scorecards (short- and long-term), which will be used as instruments of strategic management.

