



Gdańsk University of Technology Strategic Framework 2020 – 2030

Technology for People and the Planet

Rector's foreword

Prof. Krzysztof Wilde

Rector



The strategic period 2020–2030 is undoubtedly exceptional in the history of Gdańsk University of Technology (Gdańsk Tech). We have a unique opportunity to take up grand challenges which did bypass our imagination in the past. The spirit of mobilization, elevated ambition, and strong belief in our multifaceted potential—all mark a significant cultural change developing within the University Community.

We have adopted an ambitious strategy tailored to the scale of opportunities and challenges ahead. Following our strategic motto, we aspire to contribute to society and serve our planet as best we can, notably by aligning our activities with the UN Sustainable Development Goals.

Our mission is deeply rooted in fundamental humanistic and academic values. As a research-intensive university we also keep a privileged place for curiosity-driven research. Owing to our great success in the first national Excellence Initiative—Research University (IDUB) competition, we are particularly motivated to aim at pushing the frontiers of human knowledge.

A diverse set of measures help achieve our objectives. We change the organizational structure of Gdańsk Tech and enhance its flexibility and openness to Community-driven solutions. Unprecedented support is offered to research in our priority research areas, as defined in the IDUB project. We make whole-hearted efforts toward consolidation of Gdańsk universities. Along with Medical University of Gdańsk and the University of Gdańsk we established the Fahrenheit Union of Universities in Gdańsk (Fahrenheit Universities), which is the first step on the way to building the collegiate tripartite Fahrenheit University. We engineer and implement operational-level programs aimed at attracting talented students, PhD students, and researchers. We intensively develop and introduce state-of-the-art and innovative methods of teaching and learning, and strengthen internationalization of studies.

Dear Members of the Gdańsk Tech Community! Be active contributors to the implementation of this strategic framework. Make it your own plan and be its main beneficiaries.

Chairman's foreword

Sławomir Halbryt

Chairman, University Council



The third decade of the 21st century confronts humanity with challenges of unprecedented scale and intensity: the pandemic, the climate change and energy transition, the ever-growing presence and importance of artificial intelligence, and the expanding exploration of space. It is the right time to reflect on and identify the institutional development pathways.

This Strategic Framework 2020–2030 outlines the aspirations of the Gdańsk Tech Community, provides guidelines on seizing opportunities, setting targets, and adopting bold development programs such as IDUB or Iconic Scholars.

The challenges and opportunities will define novel directions of research and innovation to be taken up by the University, likely combining multiple traditional research areas and undertaken in international projects.

In modern management processes we have to allow for the dynamic and highly volatile business and social environments—not only as interim risks, but as a constant determinant of institutional life. A recipe for success of Gdańsk Tech can be the robustness built on daring response to challenges and adoption of ambitious goals, effective use and enhancement

of strengths, and reaching beyond the established frameworks.

The University enjoys broad autonomy, but does not operate in socioeconomic vacuum. It is exposed to diverse external influences, and so is the wider society, and both need scientific leadership in the ongoing and incoming civilizational transformation. The openness of Gdańsk Tech to the business environment continues to have very positive impact on the University. Attracting businessmen and entrepreneurs to joint projects and undertakings can occur—to a certain extent—in the confines of the University campus. But it is equally important to reach outside the campus and build strong relationships with industrial companies on their sites.

The reputation of our University strongly depends on its alumni. It is mostly the alumni who create the image of Gdańsk Tech locally and across the world. While implementing this ambitious strategy, hence, the University should take very special care of the relations with its graduates.

This decade is one for brave endeavors. It is the time for people pursuing their bold dreams. It is the time for the Fahrenheit University.

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Introduction

Gdańsk Tech is part of European and global academic community, and so we are committed to supporting the well-being of people and sustainability of the ecosystem—in cooperation with other European and non-European universities and partners from other sectors.

Strategic Framework 2020 – 2030 defines the most important goals and their corresponding activities of the University over the indicated time span. Logically and structurally this document breaks down into the following components:

- + Values
- + Mission
- + Vision
- + Implementation

Our **values** constitute the fundamental rules and judgement criteria for our activities. The **mission** defines our main tasks and their intended beneficiaries. The **vision** component is our anticipated result of following the mission in the considered period of time. And the **implementation** part outlines the vehicles to achieve the vision.

This plan sets forth a general framework of principles and directions for the University. It is intended to be the primary guide in our pursuit of excellence in research, education, and innovation in the service to society. It should never, though, be a constraint in reaching beyond the limits of today's imagination, and so we assume periodic evaluation and revision of this strategy.

The membership of Gdańsk Tech in the Fahrenheit Universities also requires adequate adjustment of this plan to the developments in the consolidation process within the alliance.

1 Values

Our University adheres to fundamental intrinsic values such as individual dignity and freedom, social equity and solidarity, tolerance, affirmation of diversity, and social inclusion. We are committed to the principles expressed in the European Convention on Human Rights.

The prime values of Gdańsk Tech include the quality of life of contemporary and future generations. Therefore we emphasize to have our share in the implementation of the UN Sustainable Development Goals and the European Green Deal.

Gdańsk Tech is a signatory to the national Declaration of University Social Responsibility and is accordingly

dedicated to promoting social attitudes supporting broad implementation of its goals.

The University protects academic values including institutional autonomy, research freedom and integrity, freedom of speech and critical thinking. We adhere to principles expressed in the following international position papers, notably issued by the Community: Magna Charta Universitatum, European Code of Conduct for Research Integrity, European Charter for Researchers and Code of Conduct for the Recruitment of Researchers, Utrecht Declaration on Academic Freedom, and Lima Declaration on Academic Freedom and Autonomy of Institutions of Higher Education.

We also support a variety of instrumental academic values including:

+ **spirit of inclusion and participation** of all members of the University Community—as a stimulus to engagement and creativity for the sake of University and a source of personal satisfaction;

+ **parity of esteem** between education and research;

+ **internationalization**—as a mechanism for embracing the European identity while respecting and promoting the cultural heritage of individual nations;

+ **mutual recognition of qualifications concerning higher education** in compliance with the Lisbon Recognition Convention—as a basis for the development of European Education Area;

+ **multilingualism**—as a means for implementing the EU motto: In varietate concordia;

+ **unrestricted freedom of universities** in deciding on the contents and structure of study programs—as an important component of institutional autonomy of higher education.

Gdańsk Tech promotes awareness of the above-mentioned values and monitors their observance by the University Community, inter alia through the activity of the Ombudsperson.

2 Mission

The mission of Gdańsk Tech is to adhere to our values by:

- + addressing major societal and environmental challenges faced by the world (**social engagement**);
- + providing highest-quality research, education, and innovation (contribution to the **knowledge triangle**).

While aiming at the position of an internationally recognized research university, we are also strongly committed to be an engaged university. Therefore, Gdańsk Tech seeks to contribute to solving the main challenges of contemporary world—climate change, shrinking supplies of natural resources, population ageing, human migration, inefficiency and disparity of healthcare, and others—starting with the local context (“think global, act local”). We oppose all kind of discrimination and uphold human dignity in the face of all threats. We develop the University as a broadly accessible environment, especially to people with functional diversity. To this end, we reach for the relevant solutions of universal design, some of them co-developed by our researchers.

The pivotal activity of Gdańsk Tech within the knowledge triangle is research—according to our strategic decision made by the Senate in 2019

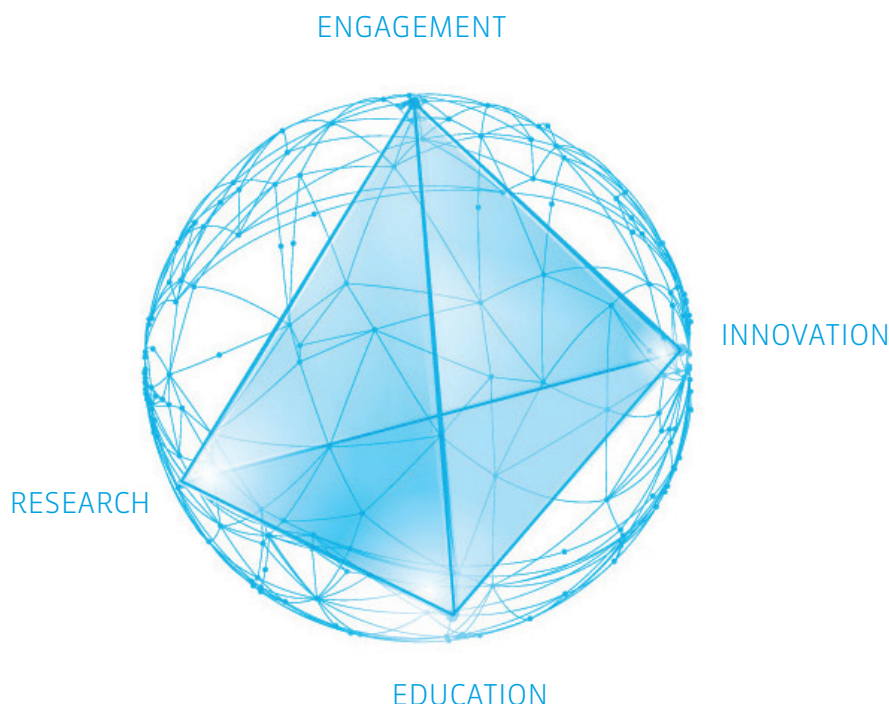
—to be a research-intensive university. Education is equally important, but is methodically embodied in research. We assume a meaningful increase in educational activities directly linked with research, including by broad students’ participation in research projects and significant financial support of student research teams and

Mission in one sentence:

Our mission is to provide cutting-edge knowledge and expert solutions, and top-quality graduates to serve the society and the environment.

student societies. Innovation is given commensurate priority, inter alia by promoting and supporting academic careers based on technology transfer and cooperation with industrial and public sectors.

Our mission has a significant European and global dimension, at the same time being strongly rooted and committed locally—to the Tri-City metropolitan area, Pomerania region, and the Nation. The research component is global both in its nature and because of our ambitions. Education and innovation, though, have also great local relevance in addition to their universal value. The educational mission of Gdańsk Tech involves delivering excellent graduates



of all study cycles in response to mostly regional and national demand. The international educational activity of the University, on the other hand, adds to the comprehensive development of student competencies, ensures transnational transfer of best practices in teaching and learning, and contributes to building European identity respecting cultural heritage of individual nations. Innovation tends to respond mainly to the local and national demand, but in a longer term it often expands to global scope and serves the universal needs of sustainable development.

Whether considered from local or global perspectives, the university mission is expected—by various stakeholders—to follow the openness paradigm (as reflected in such popular phrases as open science, open research data, open education, and open innovation).

Gdańsk Tech is among national leaders in the promotion, application, and development of open science and open research data concepts and systematically increases its contribution to these processes through international collaborations.

Gdańsk Tech has also the ambition of meaningful participation in international activities aiming at adequate definition of core academic objectives and principles, including methods and metrics for assessing the quality of research, education, and innovation. Serving this metamission are our activities in international academic organizations and networks, such as CESAER, European University Association, Conference of Rectors and Presidents of European Universities of Technology (CRP), and Baltic Sea Region university networks.

3 Vision

The strategic goals of Gdańsk Tech in research, education, innovation, and social engagement for the period 2020 – 2030 reflect the high ambition level of the University Community while preserving adequate realism.

Research

In the implementation of this strategy Gdańsk Tech achieves the following research targets:

- R1** it carries out world-class research presented in high-impact publications;
- R2** is recognized globally as a research university;
- R3** contributes to setting research directions, especially in our priority research areas;
- R4** has a share in the global development of digital technologies and artificial intelligence;
- R5** has world-leading scholars among its faculty, including some Highly Cited Researchers;
- R6** is a beneficiary of prestigious international grants, especially awarded by the European Research Council;
- R7** enjoys top-quality and unique research infrastructures capable of attracting international researchers and teams, and integrated into important distributed international research laboratories;
- R8** is a venue of conferences, seminars, and other scientific events of broad international visibility and impact.

Vision in one sentence:

Gdańsk Tech is an internationally recognized research university setting up new directions in science and technology, offering flexible education formats tailored to individual student needs, taking care of humanistic education of engineers, fostering innovation for future generations, serving the society and individual people, and rendering the Tri-City metropolitan area a leading national academic environment.

Education



The development of education at Gdańsk Tech is equally intensive as that of research, whereby the University:

- E1** provides world-class education rooted in state-of-the-art research, based on participation of students in professional research teams and broad use of problem- and project-oriented approaches;
- E2** offers flexible education formats based on modular courses and broad use of distance and blended learning;
- E3** gives students considerable freedom of choice regarding the course modules, their sequences and the intensity of study;
- E4** uses dual learning on a large scale;
- E5** enjoys an effective system for supporting the development and implementation of innovative methods of learning and teaching;
- E6** offers engineering students education in humanities and economics—notably pertaining to sustainable development—as well as adequate and timely development of interpersonal skills;
- E7** is successful in attracting talented students, including from abroad;
- E8** systematically increases the share of international students and teaching staff in its education processes;
- E9** successfully develops its campus as a space of intensive international exchange of knowledge, experiences, traditions and cultural heritage, and an environment which inspires by diversity.

3

Innovation

Thanks to its innovation-related activities and potential Gdańsk Tech achieves the following:

- I1** constitutes a very friendly environment for innovation, as exemplified by the promotion of academic careers based on innovation and strong administrative support for innovation activities;
- I2** is guided increasingly by the external perspective in its policies and governance and has rich and successful cooperative links with the public and private sectors;
- I3** significantly boosts the scale of research commercialization through spin-off companies;
- I4** has an effective support system for innovative student and alumni enterprises;
- I5** successfully reduces the gap between research and its applications;
- I6** is visible on the commercial market through innovative products developed or otherwise originated in the University;
- I7** significantly increases the number and caliber of domestic and international patents and the related income;
- I8** enjoys considerable rise in the income from R&D activities, partly due to the establishment of key research infrastructures (in the framework of Core Facilities program);
- I9** is active and visible in the development and application of the Open Innovation paradigm.

Engagement

Social engagement and responsibility of Gdańsk Tech is reflected both in the wealth of our socially relevant activities and in the functionality of our campus, so that:

- S1** our University Community recognizes the UN Sustainable Development Goals as their own targets and actively participates in the global process of pursuing them;
- S2** we are involved with domestic and international activities promoting university social responsibility (USR);
- S3** we are an increasingly international and diverse community;
- S4** the University campus is an important cultural center and a popular meeting place for the local community and the visitors of Tri-City;
- S5** the campus develops according to the principles of sustainable development and is easily accessible to students, employees, and visitors with functional diversity;
- S6** our offer in continuing education is ever increasing and well adapted to the social needs;
- S7** we promote and broadly support volunteering for socially important on-campus and outreach activities;
- S8** our University helps its staff members to keep a suitable balance between their professional and private lives (work-life balance).

4 Implementation

The implementation of this Strategic Framework is based on a variety of operational programs (by convention often referred to as ‘strategies’ of the indicated scope)—most of them being autonomous University programs, and some constituting binding commitments to third parties (e.g., funding entities). The list of operational programs includes the following:

- P1** Gdańsk Tech Program for the Society and Environment—including the Plan for Enforcing and Promoting Equal Treatment.
- P2** Implementation plan of the Excellence Initiative—Research University (IDUB) project (appendix to the corresponding contract with the Ministry of Science and Higher Education).
- P3** ‘Iconic Scholars’ program of fostering careers of prospective top-class researchers and attracting internationally renowned researchers to Gdańsk Tech.
- P4** ‘Core Facilities’ program for the development and consolidation of research infrastructures.
- P5** Gdańsk Tech Strategy for Distance Learning and Educational Excellence.
- P6** Gdańsk Tech Innovation Strategy.
- P7** Gdańsk Tech Internationalization Strategy.
- P8** Gdańsk Tech Promotion and Communication Strategy.
- P9** Gdańsk Tech HR4R Strategy—Action Plan for Implementing the Principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at Gdańsk Tech.
- P10** Programs for professional development of young researchers and support staff.

Implementation monitoring in one sentence:

The primary criterion of success in executing this strategy will be the progress in achieving the “Vision in one sentence”.

Horizontal activities supporting the operational programs include inter alia:

- + monitoring the progress in implementing the strategy (the operational programs define measurable performance indicators and milestones which are periodically monitored and revised);
- + encouraging the development of human resources and their involvement in the implementation of this strategy through apt incentives and promotion of excellence culture;
- + development of policies and IT solutions for the optimum use of the human resources and infrastructure;
- + stimulating concentration of resources in the priority research areas of Gdańsk Tech;

- + supporting team building and team work;
- + tailoring the organizational structure to the needs of this strategy (e.g., by the establishment and development of a comprehensive project management center).

The effective implementation of this strategy should be greatly enhanced by the complementary nature of the Tri-City universities cooperating within the Fahrenheit Universities alliance; and further into the future—within the collegial Fahrenheit University, a tripartite federation of Gdańsk Tech, Medical University of Gdańsk, and the University of Gdańsk.



**GDAŃSK UNIVERSITY
OF TECHNOLOGY**



**RESEARCH
UNIVERSITY**
EXCELLENCE INITIATIVE

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