



The Development Strategy of the University of Opole for the years 2021–2027

Elaborated and prepared under the supervision
of the Vice-Rector of the University of Opole for Development and Finance,
Rafał Matwieczuk, Associate Professor, DSc, PhD, Eng.

Table of Contents

Foreword by HM Rector of the University of Opole	5
1. Introduction to the development strategy of the University of Opole	7
2. Mission and vision of the development of the University of Opole ...	9
2.1. Mission of the University of Opole	10
2.2. Vision for the development of the University of Opole	11
3. The most significant values of the University of Opole	13
4. The development policy of the University of Opole	15
4.1. Policy in the scope of research and science (scientific policy) ...	16
4.2. Policy in the scope of didactics and students' issues	19
4.3. Policy in the scope of finances (financial policy)	20
4.4. Policy in the scope of international matters (international policy)	21
5. Strategic goals of the University of Opole	23
5.1. The first strategic goal: Improvement in the scientific position of the University of Opole in the domestic and international dimension	24
5.2. The second strategic goal: Steady development and perfection of the educational offer adapted to students' expectations and requirements of the job market and environment	26
5.3. The third strategic goal: Achieving the position of a leader in the area of practical educating in the region	28
5.4. The fourth strategic goal: Increasing internationalisation of the activity of the University of Opole	29
5.5. The fifth strategic goal: Building strategic partnership and cooperation between the University of Opole and the environment	31
6. Mission and strategic goals of the Faculties of the University of Opole	33
6.1. Faculty of Chemistry	33
6.2. Faculty of Economics	34
6.3. Faculty of Philology	35
6.4. Faculty of Medicine	36
6.5. Faculty of Mathematics, Physics and Computer Science	38
6.6. Faculty of Political Studies and Social Communication	39
6.7. Faculty of Health Sciences	40
6.8. Faculty of Social Sciences	41
6.9. Faculty of Law and Administration	44
6.10. Faculty of Natural Sciences and Technology	45
6.11. Faculty of Art	46
6.12. Faculty of Theology	47

7. Mission and strategic goals of the Institutes of the University of Opole	51
7.1. Institute of Biology	51
7.2. Institute of Chemistry	52
7.3. Institute of Economics and Finance	53
7.4. Institute of Physics	54
7.5. Institute of Socio-Economic Geography and Spatial Management	55
7.6. Institute of History	57
7.7. Institute of Computer Science	61
7.8. Institute of Environmental Engineering and Biotechnology	62
7.9. Institute of Linguistics	63
7.10. Institute of Medical Sciences	64
7.11. Institute of Literary Studies	66
7.12. Institute of Political Studies and Administration	67
7.13. Institute of Management and Quality Studies	67
7.14. Institute of Health Sciences	68
7.15. Institute of Pedagogical Sciences	70
7.16. Institute of Legal Sciences	71
7.17. Institute of Theological Studies	72
7.18. Institute of Psychology	73
7.19. Institute of Visual Arts	74
8. Doctoral Studies Centre of the University of Opole	77
9. Administrative support for the development strategy of the University of Opole	79
9.1. Rector's administration	79
9.2. Chancellor's administration	79
10. The Library of the University of Opole	81
11. The Publishing House of the University of Opole	83
12. The University Centre of Transfer of Knowledge and Technology	85
13. The University Clinical Hospital	87
14. Strategic projects in the development of the University of Opole	89
14.1. Integrated Programme of Development of the University of Opole	89
14.2. International Alliance of European Universities FORTHEN	90
14.3. International Research-Development Centre of the University of Opole for Agriculture and Farming-Food Industry – Revitalization of the Royal Academy of Sciences in Prószków	91
15. Monitoring and evaluation of the process of implementation of the development strategy of the University of Opole	95
16. Strategic goals of the University of Opole and key measurements (a synthesis)	97

Foreword by HM Rector of the University of Opole



Ladies and Gentlemen,

Nearly 30 years have elapsed since the establishment of the University of Opole, which does not seem that long for a university. Yet, let us not forget that until today we have drawn on the output of our predecessor – The Teacher Training College, which took its roots in Opole in 1954. It is on the solid foundations of that, one of the best pedagogical colleges of higher education in Poland in its day, combined with the branch of the Catholic University of Lublin that The University of Opole could be established. We do hold a sense of pride and satisfaction with our own and our predecessors' achievements, but at the same time we realise the necessity of incessant working for further development. We are proud to be implementing the university mission which stems from Medieval times and follows the many-century European tradition, to be developing here a full spectrum of academic disciplines in tribute to man's intellect, vocation and potential.

The University of Opole is a college of higher education, which cultivates the tradition re-

corded in its mission and the output of its predecessors, but – simultaneously – one which is changing, which appropriately reacts to external transformations, as well as responds to both local conditions and global challenges.

Last year saw the end of the implementation of the University's mission for the years 2015–2020. However, its main aims have remained valid until today:

1. *The University as a link in the national and international network of development and transfer of knowledge, culture and public debate.*

2. *The University as a commonwealth of workers, students and doctoral students, who are governed by the sense of service to society, principles of freedom of teaching, freedom of artistic expression, as well as freedom of initiating and conducting scientific research that is useful to the development of the surrounding.*

Nevertheless, it does not suffice to concentrate on cultivating universal values of the academic ethos, such as dignity, freedom of education, freedom of academics, justice, tol-

erance, even if they should be acknowledged to be the utmost obligation of the academic community, a commonwealth of scholars and their disciples. We are in need of new ideas today in order to make the University of Opole better and better prepared for the challenges of the contemporary world.

The University of Opole deserves to be successful. Still, in order to achieve this, it is not enough to develop, it needs to be done quicker and better than others. Almost every day we are trying to find the answer to the crucial question: "What is our University like and what would we like it to be?" In other words: "Where are we and where are we going to?" We can boast of being the largest college of higher education in the city and in the region, one that has substantial scientific potential and measurable effects of the research carried out. We wish to be perceived as an intellectual hub of the region, the main initiator and performer of the development of the region,

based on innovations which we generate and pursue. Slowly, we are becoming – thanks to our participation in FORTHEM – a part of European academic space.

The development strategy for the University of Opole for the years 2021–2027, presented herein, includes also the missions and targets of individual Faculties and Institutes, and is a project which spans the nearest years ahead of us and concerns the whole of our academic community. The main directions of development and the strategic goals, which were put forward in it and accepted, were preceded by a broad discussion held by the whole academic environment. It began more than two years earlier, in the period of working out policy changes, following the new act entering into life.

*HM Rector
of the University of Opole
Prof dr hab. Marek Masnyk*



1. Introduction to the development strategy of the University of Opole

The University of Opole is a leading college of higher education in Opole and in the region. Like every organisation, the University also functions in a changeable and demanding environment. An answer to the challenges posed by contemporary times is this elaboration and successive implementation of a [new model of managing the institution](#).

The basis of the new model of managing the University of Opole is offered by a development strategy. The present [Development Strategy of the University of Opole covers the years 2021–2027](#). This period complies with

the planned time range for implementation of the new research programme [Horyzont Europa \(Horizon Europe\)](#), designed for the years 2021–2027. The development strategy of the University of Opole, on the one hand, is based on a complex strategic diagnosis linked to the development policy of the University, and – on the other one – includes the most vital (strategically) objectives held by the University of Opole, as well as the manners of their realisation.

The Development Strategy of the University of Opole constitutes the core of the [strategic](#)



plan of the University for the years 2021–2027, whose additional parts are as follows:

- ✓ Development strategies of the Faculties;
- ✓ Development strategies of the Institutes;
- ✓ Administrative support for the development strategy of the University, Faculties and Institutes.

An important place in the Development Strategy of the University of Opole for the years 2021–2027 is also occupied by the stra-

tegic goals and intended actions connected with the [Doctoral Studies Centre of the University of Opole](#), and also with the functioning of the [Library of the University of Opole](#), [Publishing House of the University of Opole](#), [University Centre for Transfer of Knowledge and Technology](#) and the [University Clinical Hospital](#).

The enterprises of crucial importance as regards the implementation of the develop-

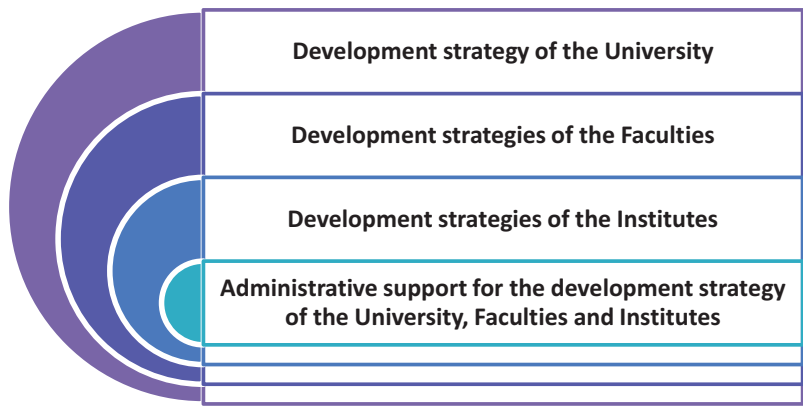
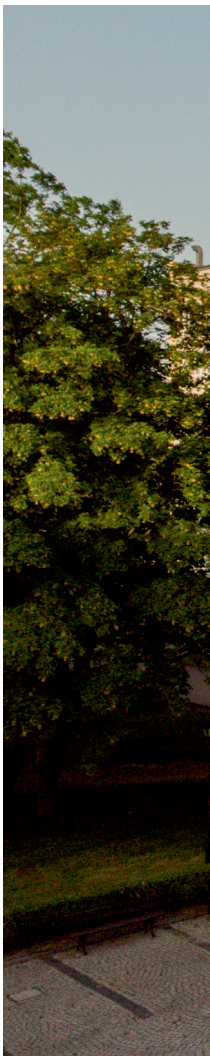
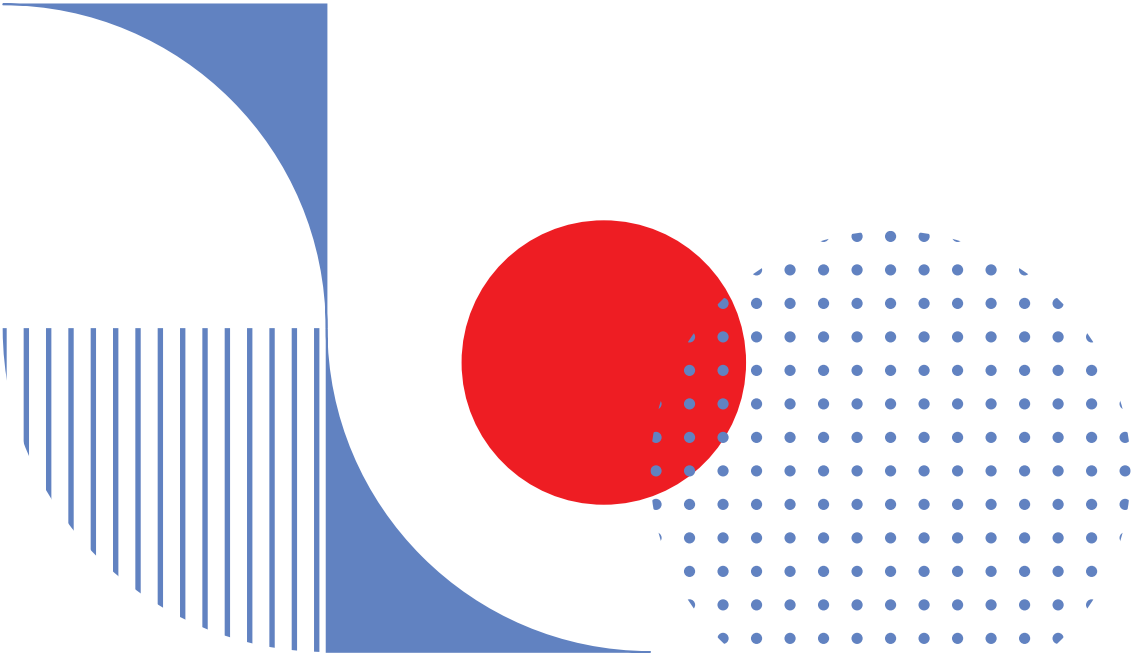


Figure 1.
Basic components
of the strategic plan
of the University of Opole
for the years 2021–2027

ment strategy of the University are strategic schemes. Examples of the most important strategic initiatives realised by the University of Opole, being an integral component of the Development Strategy of the University of Opole for the years 2021–2027, are three strategic projects: (1) [Integrated Programme](#)

[of Development of the University of Opole](#), (2) [International Alliance of European Universities “FORTHEM”](#) and (3) [International Research-Development Centre of the University of Opole for Agriculture and Farming-Food Industry – Revitalization of the Royal Academy of Sciences in Prószków](#).



2. Mission and vision of the development of the University of Opole

The [mission and vision of the development of the University of Opole](#) make the foundation to formulate the basis of the strategy of its development in the years 2021–2027.

The [mission of the University of Opole](#) expresses the role which the University intends to perform both in the light of its own activity and development, and also against the background of the requirements of the job market and the local environment within which it functions.

The [vision for the development of the University of Opole](#) presents desired future effects connected with the place and role of the University of Opole in the regional, national and European dimensions.

The [mission and vision](#) of the University, as well as the global [strategy of development of the University of Opole for the years 2021–2027](#) makes reference to the most fundamental motto contained in the Statute of the University of Opole:

IN VERITATE CONQUIRENDA LIBERI PROGREDIAMUR

In search of truth we proceed as free people



2.1. Mission of the University of Opole

The mission of the University of Opole is to conduct scientific research relating to the most vital problems of contemporary times and to educate students in compliance with the highest European standards, taking into account social needs, demands and expectations of job markets and conditions of the environment

The mission of the University of Opole manifests itself in a number of crucial layers connected with the development of the University, among which the following can be distinguished:

- ✓ To conduct scientific research and scientific activity in the field of artistic creativity, which takes into account the most important European and global trends and achievements, whose effect will be a growing significance for the University of Opole on the map of scientific research centres of Poland and Europe;
- ✓ To educate students on the basis of the best domestic, European and world standards, enabling an effective transfer of knowledge, skills and competences, owing to which the graduates will be capable of fulfilling relevant roles in their future professional lives;
- ✓ To create proper conditions for discussions and considerations dealing with the most vital problems of contemporary times through planning and organising important events of scientific and artistic character, such as conferences, symposiums, seminars or platforms of exchange of thoughts and views;
- ✓ To establish and develop relations with various organisations on the regional, national, European and global levels, enhancing making contacts, exchanging experience and undertaking joint initiatives within the spheres of scientific research, artistic expression, education, as well as elaboration and realisation of domestic and international projects and implementation programmes.



2.2. Vision for the development of the University of Opole

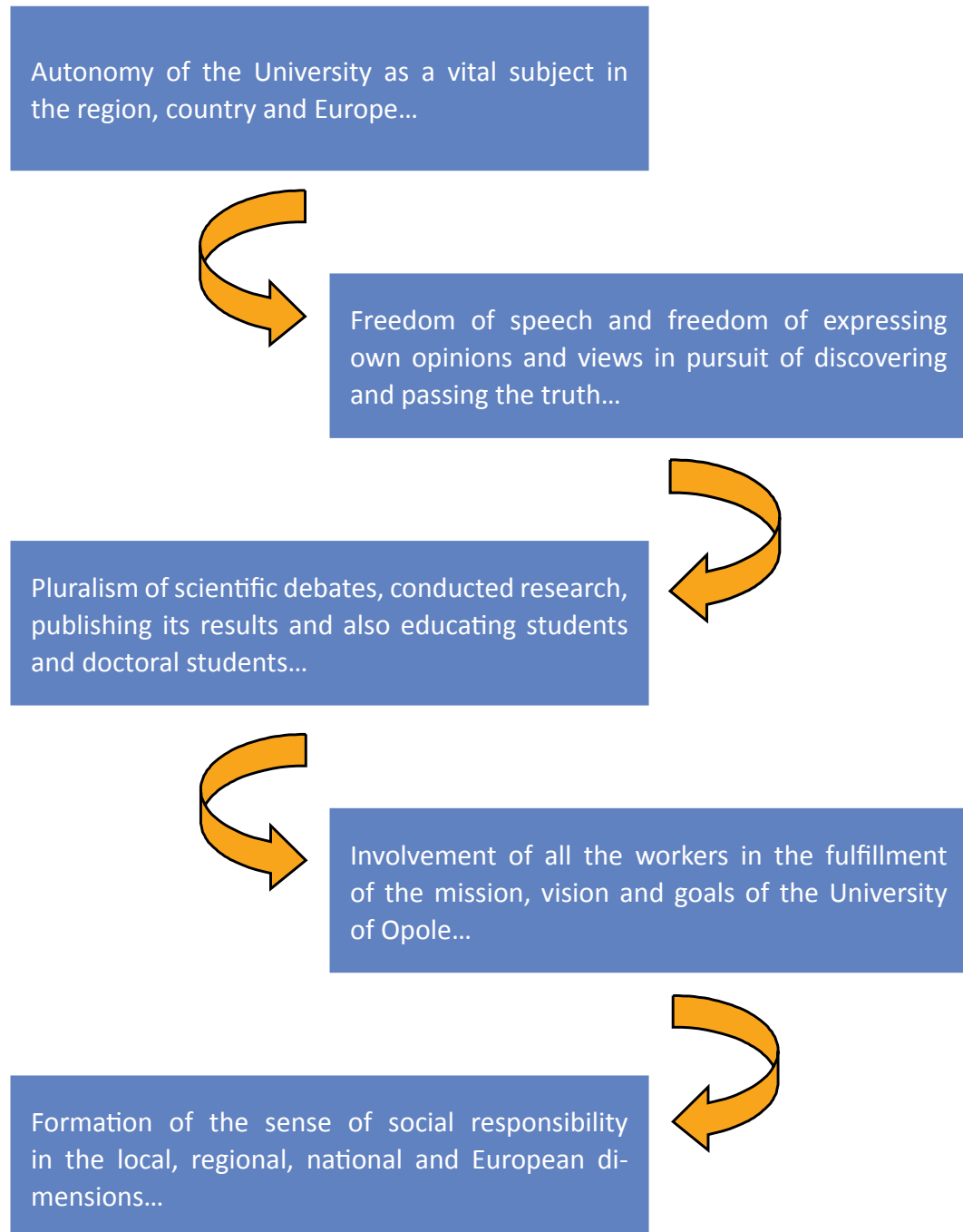
Vision for the development of the University of Opole (“University 2027”)

1. The University of Opole as a modern, developing and culturally-varied European academic centre...
2. The University of Opole as a college of higher education conducting important scientific research serving the development of the region, Poland, Europe...
3. The University of Opole as a college of higher education offering attractive future-oriented majors of studies, adjusted to the requirements of job markets and social expectations and enabling development of professional careers of the graduates in the region, Poland and Europe...
4. The University of Opole as a college of higher education supporting development and professional advancement of workers...
5. The University of Opole as a place of debates, meetings, conferences and seminars devoted to the most important problems of science and development of societies...
6. The University of Opole as a centre propagating knowledge and advancing competences in support of the socioeconomic development of the region, Poland and Europe...
7. The University of Opole as a partner to companies, entrepreneurs and employers, and also government, non-government and social organisations, scientific institutions and all other subjects acting for further development of civic societies...
8. The University of Opole as a well-managed, important participant in processes and developmental projects of the European Union and the whole European Economic Zone...





3. The most significant values of the University of Opole





4. The development policy of the University of Opole

The development policy of the University of Opole presents the most significant assumptions behind the definitions of the **strategic directions and areas of the University's development**. Among these directions and areas the following should be pointed to:

- ✓ Identification of the **strategic directions and areas of scientific studies** conducted in the University of Opole, both in the light of evaluative requirements and the long-term policy of developing scientific research in the University;
- ✓ Identification of the **strategic directions and areas broadening the offer of academic education** provided by the University of Opole;
- ✓ Identification of the **strategic directions and areas of perfecting in the scope of practical education** realised in the University of Opole;
- ✓ Identification of the **strategic directions and areas of shaping the financial policy**, cover-

ing the policy of pay, the policy of acquisition and realisation of projects, the policy of investment, etc.;

- ✓ Identification of the **strategic directions and areas of forming the international policy**, including, among others, international co-operation in the scope of scientific studies, didactics and education, and also a broadly understood international exchange and mobility, of both academics and students.

The policy of development of the University of Opole consists of four **particular policies**:

- 4.1. **Policy in the scope of research and science**, in short referred to as the **scientific policy**;
- 4.2. **Policy in the scope of didactics and issues concerning students**;
- 4.3. **Policy in the scope of finances**, in short referred to as the **financial policy**;
- 4.4. **Policy in the scope of international matters**, in short referred to as the **international policy**.

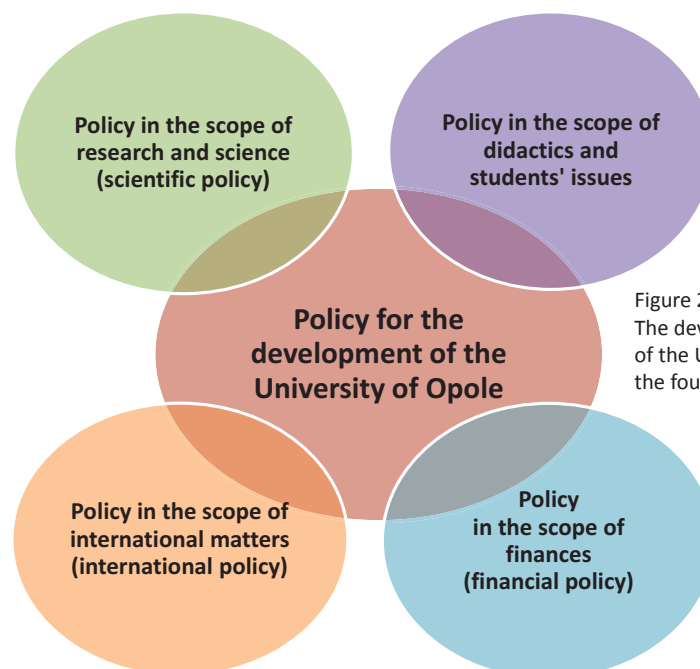


Figure 2.
The development policy of the University of Opole and the four composing policies

4.1. Policy in the scope of research and science (scientific policy)

The policy concerning research and science at the University of Opole is based on a complex assessment of the potential of individual disciplines, within the framework of which scientific research and projects are carried out. At present, the former is conducted in nineteen scientific disciplines designed to be evaluated for the period of 2017–2021, representing seven scientific fields (according to the current classification). The research is carried out at nineteen institutes, based within the organisational structure of the University of Opole. Compliant with the

currently valid regulations (transitional provisions of the binding act), the University of Opole holds full advancement rights, that is rights to confer the scientific degrees of “Doc-

tor” and “Habilitated Doctor” in eight scientific disciplines, while in another four fields it holds the rights to confer the degree of “Doctor”. Moreover, two special units (chairs) function in the structure of the University of Opole, thanks to which the University – based on the power of current provisions – additionally possesses the right to grant the scientific degree of “Doctor”.

**Firstly, science...
The University of
Opole as an academic
centre conducts sig-
nificant research serv-
ing the development
of the region, country
and Europe...**





Apart from the above-mentioned evaluated disciplines, studies are also carried out in other scientific disciplines, which – due to a relatively small number of academics who declare the given discipline (according to the current assumptions of the evaluation system – below twelve persons) – are not considered for the evaluation procedure in the period of 2017–2021.

The scientific policy should first of all create bases for a [reliable, many-criterion evaluation \(analysis and diagnosis\)](#) of the potential of the scientific disciplines being developed. As a result of the internal evaluation that was executed, it is indispensable to indicate [leading \(crucial\) scientific disciplines](#), within the frameworks of which scientific research is (and will be) conducted in the University of Opole, together with investing these disciplines with [priority significance in the frames of the scientific policy of the University](#). This means also the necessity of running suitable [personnel policy in the University of Opole](#), which can constitute the crucial component of the [scientific policy](#) in the context of effective – from the point of view of evaluation criteria – realisation of scientific research in individual fields.

The most significant assumption making the foundation of shaping and pursuing the

scientific policy of the University of Opole is [maintaining full university and academic rights as well as the maximum number of scientific advancement rights](#). This assumption finds its direct application with reference to strategic goals which make the basis of the development of the University of Opole in the years 2021–2027.

From the perspective of time the [Horizon Europe](#) project (the years 2021–2027) the [scientific policy of the University of Opole](#) will be oriented towards achieving the following effects:

- ✓ [Securing the development of leading scientific disciplines](#), covering: strengthening the academic personnel, modernization and extension of the research base, increasing the quality and effectiveness of conducted studies and achievements corresponding to them. A relevant element of these actions will be inclusion in the functioning within the University of subjects in the socio-economic environment and linking – wherever it is possible – research with expectations and aspirations of the University, with the use of the University Centre of Transfer of Knowledge and Technology and the Academic Incubator of Entrepreneurship.
- ✓ [Introducing an effective and efficient system of administrative support in acquisition](#)



of and – in consequence – managing the acquired external means supporting scientific research, with particular taking into account the research teams of the University of Opole in international research networks of the Horizon Europe scheme, and also in important international, domestic and regional programmes as well as research initiatives. The key role in this sphere of activities will be played by the Office in charge of Science and Servicing Projects.

- ✓ Increasing the number of scientific disciplines in the University of Opole holding the right to confer the degree of *Habilitation Doctor*, which are beneficial as regards strengthening of the autonomy of the college of higher education in the scope of educating students.
- ✓ Effective development of the Doctoral Studies Centre of the University of Opole (School of Doctors) through inclusion into it of successive scientific disciplines and increasing the number of participants representing individual scientific disciplines.
- ✓ Reduction of the number of non-evaluated disciplines through inclusion of their representatives into evaluated ones and stimulation of activities, whose effect will be the establishment of scientifically strong disciplines designed for evaluation in subsequent evaluation periods.
- ✓ Development of the Scientific Information System of the University of Opole in the direction of supporting current evaluation of standards of conducted scientific research

and also access to current information found in the collection of the University Library and international and national thematic platforms.

- ✓ Strengthening the significance of the Publishing House of the University of Opole as a scientific publisher.

A relevant result of the above-mentioned actions can be successive improvement in the position of the University of Opole in domestic and international rankings, which translates into prestige and recognisability of the University, carrying out significant and valuable research as well as enabling the realisation of high scientific aspirations.

An important component of the development policy of the University of Opole, being a complement to the scientific policy, is the policy in the scope of artistic activity, connected with one of the faculties and institutes of the University. The basic assumption of the artistic policy is to run high quality artistic activity and to create and influence the state of the artistic environment in the local, national and international scales. The artistic policy of the University is identified with being directed by ideals of freedom of artistic creativity, and also running activity which is based on openness, curiosity of the world and the human being. The artistic policy is also connected with pursuing constructive cooperation with the environment as well as with other scientific units, one that aims to strengthen the position of the University of Opole in the national and international dimensions.

4.2. Policy in the scope of didactics and students' issues

The policy in the scope of didactics and students' issues in the University of Opole is based on identification of development potentials of individual areas of education and study courses. While defining the priorities in connection with the policy in the scope of didactics and students' issues, it needs, primarily, taking into consideration attractiveness of particular majors run by the University of Opole and also their adjustment to the changing conditions of the environment, especially including the requirements of the job market, as well as taking particular care of the leading (key) study courses provided by the University of Opole.

At the same time, attention needs to be paid to the multifaceted relations occurring between the offered study courses, disciplines in which research studies are conducted or scientific activity in the sphere of artistic creativity, and the personnel-based potential which the University has at its disposal. Therefore, elaboration of assumptions behind shaping and developing the so-called didactic development path, connected with the personnel policy of the University of Opole with reference to the staff employed on didactic positions appears to be especially important.

As far as the formation of the policy in the scope of didactics and students' issues is con-

cerned, it needs taking care of not only in the form of the development of the didactic offer adapted to the needs of the job market and expectations of prospective students, but also the professional organisation of the didactic process, an effective and efficiently running system of perfecting and evaluating the quality of education, as well as a stable broadening of the offer of scientific circles and students' organisations based in the University of Opole.

A relevant component of the policy in the scope of didactics and students' issues is the policy with reference to practical

education. It is founded on identification of development potentials of individual areas of practical education as well as study majors connected with them, first of all those of practical profiles. While determining the priorities relating to the policy in the scope of practical education, it needs primarily to take into account the attractiveness of individual study courses of the practical profile, which are run by the University of Opole and adjusting them to the changing conditions of the environment, including especially the job market. It is indispensable, too, to indicate the leading (crucial) majors of the practical profile found in the educational offer of the University of Opole.

Secondly, didactics...

The University of Opole as a college of higher education friendly to students, offering modern majors and programmes of education...



4.3. Policy in the scope of finances (financial policy)

The policy with reference to finances of the University of Opole is linked first of all to the necessity of securing financial safety of the University. In particular, the financial policy requires that the focus of attention is on shaping the individual elements of the University's budget that will allow scientific and didactic activity to be secured, and also will enable the realisation of tasks in all of the remaining aspects and areas of functioning of the University of Opole.

The financial policy ought to take into account a series of tasks connected with two previous policies, that is financing research studies and financing didactics (education) and other areas connected with students' matters.

The financial policy with reference to scientific research should primarily create a foundation of sustainable development of scientific disciplines that require varied financial

outlays on its conducting. Securing required financial means for the development of leading scientific disciplines which are of decisive significance to maintain the academic status of the University of Opole has special relevance, at the same time.

In turn, the financial policy in the scope of didactics (educating) should first of all secure possibilities of carrying out didactics on a high level, related to making use of modern methods and techniques of educating, as well as with providing access to the state-of-art infrastructural and technological solutions.

Apart from this, the financial policy should secure the current functioning of the University (remuneration of the employees, operational tasks, etc.), and also taking into account strategic tasks (development-, investment-related, etc.) planned for realisation in the nearest years to come.

**Thirdly, finances...
Financial security of the
University as a priority of its
development...**





4.4. Policy in the scope of international matters (international policy)

The [policy in the scope of international matters](#) at the University of Opole is connected with – basically – all aspects of the functioning of the University within the global environment. In particular the [international policy](#) concerns: (1) research and science, (2) didactics and education, including practical educating, (3) exchange and mobility of students and academics of the University of Opole, (4) exchange and mobility of students and workers from foreign colleges of higher education, including also a series of forms of cooperation on different levels of internationalisation.

In the framework of the [international policy](#), special significance is attributed to [international grants, projects](#) and [research and scientific programmes](#), being of key importance in the process of internationalisation of the University of Opole. Internationalisation

of the research-scientific activity is a condition for the University of Opole to exist in the international, including European, scientific space.

Not a less relevant role in this respect is played by [international initiatives connected with didactics and educating](#) related to the development in the University of Opole study courses run in the English language, designed for students from all over the world.

Lastly, within the framework of the [international policy](#) attention is paid to programmes of exchange and mobility of students of the University of Opole, exchange and mobility of personnel of the University of Opole, and also exchange and mobility of students and workers of other foreign colleges of higher education coming to the University of Opole.

Fourthly, internationalisation...

The University of Opole as a modern, open European college of higher education



5. Strategic goals of the University of Opole

The **strategic goals**, along with the **methods and manners of achieving them**, compose the **strategic planning** of the University of Opole development in the years 2021–2027. The **strategic goals** express the most significant targets which the University intends to attain

when it comes to the period of 2021–2027. In turn, the methods and ways that allow attaining the above-mentioned defined strategic objectives make the **core of the development strategy for the University of Opole** between the years 2021–2027.



Figure 3. Strategic goals of the University of Opole

5.1. The first strategic goal:

Improvement in the scientific position of the University of Opole in the domestic and international dimension

Particular goals:

- 5.1.1. To obtain Grade B+, at the least, by the leading scientific/artistic disciplines
- 5.1.2. To obtain Grade B, at the least, by the remaining scientific/artistic disciplines
- 5.1.3. To develop scientific disciplines designed for evaluation in the future and to simultaneously limit the number of non-evaluated disciplines
- 5.1.4. To maintain and, in further perspective, to broaden the number of disciplines in which the University of Opole holds the rights to confer the scientific degree of Doctor
- 5.1.5. To maintain and, in further perspective, to broaden the number of disciplines in which the University of Opole holds the rights to confer the scientific degree of Habilitated Doctor
- 5.1.6. To increase the number of well-prepared project applications connected with financing research, science and art from external domestic and international sources
- 5.1.7. To increase the share and engagement of the University of Opole's scientific workers in the works of national and international bodies and organisations dealing in research, science and art
- 5.1.8. To build an institutional system of support of the scientific activity in the University of Opole

Identification of the **leading (key) scientific/artistic disciplines** developed in the University of Opole requires prior recognition of the premises (conditions) which allow – in the first place – earning Category B, at the least, in all the evaluated disciplines. Accordingly, this is an indispensable condition to pursue these scientific/artistic disciplines, whose potentials enable the University to **apply for being granted Grade B+ or Grade A**. At the same time, earning **at least Grade B+** makes a premise to apply for maintaining or earning the **rights to confer the scientific degree of Doctor** and the **scientific degree of Habilitated Doctor** in the given discipline.

Bearing in mind the **retaining of the university and academic rights**, as well as main-

taining the maximal number of advancement rights, it is indispensable to select **8–10 leading (key) scientific disciplines** which already at this moment are characterized by the highest effectiveness as regards the conducted research studies.

The **effectiveness of the conducted research studies** is a resultant of the following: (1) personnel-related potential (both current and that designed in the perspective of the nearest future), (2) research base, (3) skills, the so-called reaching for external means, and (4) management of financial means allocated to research, development of science and art. The selected disciplines, acknowledged to be the leading (of key importance) ones in the de-





velopment strategy of the University of Opole, can make use of various additional forms of institutional support in the future. In order that it should be viable it is indispensable to establish an institutional system of support for scientific and artistic activity in the University of Opole, with the crucial role played by the Office for Science and Servicing Projects, aided by the University Centre of Transfer of Knowledge and Technology and the Academic Incubator of Entrepreneurship, including the participation of the University of Opole Library and the Publishing House of the University of Opole as units closely connected with this sphere of activity.

Within the framework of this system, independent of the current status of the discipline, research workers of all the institutes of the University of Opole, representing evaluated scientific/artistic disciplines, should be able – on equal terms - to: (1) have access to databases and scientific collections through the University of Opole Library, (2) make use of the

possibility of cooperating with the Publishing House of the University of Opole, (3) appear in the role of applicants and then beneficiaries of scientific and artistic enterprises, as well as research projects financed from external sources, and also (4) obtain support in applying and realising research projects carried out on the principles of partnership, in the frameworks of domestic consortiums and international consortiums (networks).

The scientific policy of the University of Opole ought to enable reliable, multi-criterion evaluation (analysis and diagnosis) of the state of individual scientific/artistic disciplines. For this reason, within the frames of strategic actions, it is indispensable to create conditions enabling continuous monitoring of the achievements of workers of individual institutes of the University of Opole as regards fulfilment of the evaluation criteria set for each scientific/artistic discipline.

5.2. The second strategic goal:

Steady development and perfection of the educational offer adapted to students' expectations and requirements of the job market and environment

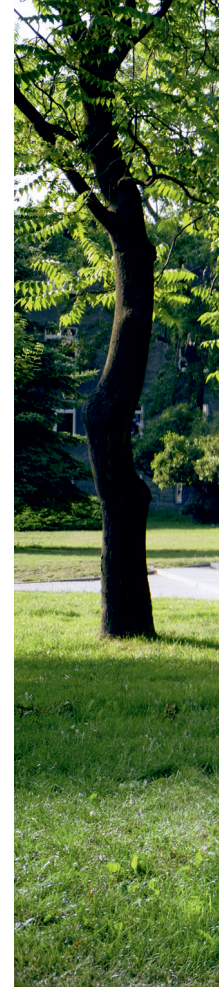
Particular goals:

- 5.2.1. To strengthen the potential of the didactic personnel of the University of Opole
- 5.2.2. To perfect the educational offer as regards adapting it to the requirements of the job market and environment
- 5.2.3. To develop new, attractive and future-facing areas of educating and study courses
- 5.2.4. To mobilise students to participate in the academic life of the University and also to engage in the Students' Self-Government and Students' Scientific Movement
- 5.2.5. To systematically perfect the quality of educating

Strengthening of the potential of the didactic personnel of the University of Opole requires, first of all, elaborating assumptions behind building and implementing the model of the so-called didactic path for the workers employed on didactic posts. As far as endeavours to strengthen the potential of this group of workers are concerned, the following are also vital: (1) organising trainings, courses and other forms of perfecting of the didactic staff of the University of Opole, (2) securing financial means for workers' participation in conferences devoted to didactics and publishing course books and other didactic materials, and also (3) introduction in the University of Opole of a motivating system with the aim to encourage raising didactic competences by the University's workers.

A very important and, at the same time, demanding objective is constant perfecting of the educational offer with reference to its adjustment to the requirements of the job market and environment. While aiming at achieving the goal, the following are indispensable, among others: (1) constant updating of pro-

grammes of studies and content of educating, (2) monitoring expectations of the job market and changes going on in it, (3) including various groups of external shareholders in the process of elaborating programmes of studies and development of the educational offer, (4) developing interdisciplinary majors that are "positioned" in different scientific and artistic disciplines, (5) enriching the offer of continuing education and lifelong learning, (6) elaborating and developing different forms of continuing education, (7) including experts and practitioners from the socioeconomic environment in the educational process, or also (8) developing the system of questionnaire-based research carried out among graduates and employers, to find out about, among others, directions of development of education (learning) throughout life. Among the forms of continuing education, which allow adjusting the educational offer to the needs of the market and environment, one can point to, primarily: courses, trainings, workshops, post-graduate studies, summer schools, conferences, seminars, symposiums, etc., addressed to students, person-





nel and external clients, taking into account their educational needs and expectations, as well as developing knowledge and interests of persons in different age groups.

Appropriate and accurate identification of not only the requirements of the job market and environment, but also expectations of prospective potential students, makes the foundation of [development of new, attractive and future-oriented areas of educating and study courses](#). The relevant majors should be rooted first of all in the leading scientific disciplines, engaging the best developmental potentials of the University of Opole.

Not a less significant place is taken by [mobilising students to participate in the academic life of the University as well as to engage in the activity of the Students' Self-Government and the Students' Scientific Movement](#). As regards the endeavours towards achieving this aim, the following are of most vital importance: (1) constant raising of the students' competences through a system of workshops and inter-cultural, linguistic, social, interpersonal projects, as well as workshops and projects dealing with entrepreneurship, (2) supporting the activity of the Students' Self-Government, students'

scientific and artistic circles, and also other students' organisations, (3) including students and students' organisations in elaborating and perfecting programmes of studies and in actions for raising the standards of educating, and also (4) supporting students' initiatives in the spheres of culture, sport, entrepreneurship as well as the development of scientific, artistic movements and social activity.

The development and perfecting of the educational offer adapted to students' expectations and requirements of the job market and environment are linked to the [constant perfecting of the education standards](#), which first of all call for: (1) a systemic growth in the significance of the quality of educating in the University of Opole, (2) a continuous increase in the effectiveness of functioning of the University's system of perfecting the standards of educating, embedded in the structure of the Office for Didactics and Students' Matters, (3) implementation of the system of motivation, promoting personnel's and students' engagement in improving the standards of educating, and also (4) implementation of a system of information on standards of educating in the University of Opole.

5.3. The third strategic goal:

Achieving the position of a leader in the area of practical educating in the region

Particular goals:

5.3.1. To adjust the offer in the scope of practical educating to the requirements of the job market and environment

5.3.2. To support the development of the didactic personnel of the University of Opole, connected with practical educating

5.3.3. To develop forms of students' social activity connected with practical educating

In order for the University of Opole to attain the position of a leader in the sphere of practical educating in the region it needs to consider the following primarily: (1) to continuously monitor the regional and supra-regional job markets, reacting to the changes going on in them through constant and flexible adjustment of the offer in the scope of practical educating to the needs of the job market, expectations of the economic environment, local government institutions, as well as organisations that form the social infrastructure of the region, (2) to enrich the educational offer of the University of Opole with unique, in the scale of the region,

forms and directions of practical educating, (3) to guarantee high educational standards, systematically developing and improving methods and techniques of practical education, (4) to provide the possibility of extending the didactic competences of academic teachers dealing with practical education, (5) to include external experts, in particular experienced practitioners with high professional qualifications, in the realisation of practical education in the University of Opole, and also (6) to support voluntary service and other forms of students' social activity as a method of mastering the skills acquired in regular didactic classes.





5.4. The fourth strategic goal:

Increasing internationalisation of the activity of the University of Opole

Particular goals:

- 5.4.1. To increase the internationalisation of scientific research and scientific activity in the field of artistic creativity
- 5.4.2. To increase the internationalisation of didactics and educating
- 5.4.3. To increase the international exchange and mobility of students of the University of Opole
- 5.4.4. To intensify the international exchange and mobility of the personnel of the University of Opole
- 5.4.5. To increase the international exchange and mobility of students and workers of other foreign academic institutions, who come to the University of Opole

Internationalisation of the research studies and scientific activity in the sphere of artistic creativity, which are run at the University of Opole, is a necessary condition for the University of Opole to exist in the international research-scientific space, including especially European and international research net-

works. So as to accomplish this, it is indispensable to guarantee development of research teams prepared to conduct scientific research in the European and global scale, based, among others, on acquisition of means from sources of its financing in Europe and in the world.

Internationalisation of didactics and educating in the University of Opole requires, first of all: (1) creating a positive image of the University of Opole as a college of higher education that is friendly to foreign students, (2) creating and popularising an attractive offer of study courses in English for foreigners, compliant with international trends and expectations of potential candidates, (3) elaborating and implementing solutions which offer a suitable quality of service for foreign students, including adaptation of the administrative services to foreign students' needs, and also (4) developing in the University of Opole educational offers connected with the so-called double-diploma graduation.

In turn, expanding international exchange and mobility of students and workers of the

University of Opole requires, among others: (1) constant enriching of the offer of practices and visits abroad for students on the basis of individual programmes and paths of studying, (2) developing systems of motivating students and workers to actively study foreign languages, including especially the English language, and also (3) supporting students and personnel in the scope of initiatives related to leaving for studies and trainings abroad.

Finally, increasing international exchange and mobility of students and workers from other foreign academic centres, who arrive at the University of Opole, requires, primarily, creating conditions to complete studies and participate in didactic classes and scientific research by students and workers from other countries.



5.5. The fifth strategic goal:

Building strategic partnership and cooperation between the University of Opole and the environment

Particular goals:

- 5.5.1. To build partnership and cooperation with other Polish and foreign academic centres
- 5.5.2. To build partnership and cooperation with units of public administration (of the central and local government level)
- 5.5.3. To build partnership and cooperation with business and institutions of the business environment
- 5.5.4. To build partnership and cooperation with non-governmental organisations
- 5.5.5. To build partnership and cooperation with institutions of education, culture and sport

Building strategic partnerships and cooperation of the University of Opole with the environment covers the formation and development of relations on several layers, encompassing cooperation between the University of Opole and: (1) other Polish and foreign colleges of higher education, (2) units of public administration, of both central and local government levels, (3) business and institutions of business environment, (4) non-governmental organisations, (5) institutions of education, culture and sport.

Forming and developing relations with Polish and foreign colleges of higher education is connected, first of all, with commencing and deepening cooperation in the scope of conducted research studies, preparation and realisation of grants and projects, and also elaboration and launching new interdisciplinary study courses and forms of continuing education.

Building partnership and cooperation with units of central and local government levels requires defining areas and ranges of cooperation between the University of Opole and the Municipal Office of Opole, County Starost's Office in Opole, Office of Marshal of Opole Voivodeship and the Office of Opole Voivodeship. Of particular significance is support of

administrative units of the central and local government levels for key research, didactic, developmental and investment-oriented initiatives undertaken and realised by the University of Opole.

In the development strategy of the University of Opole a particular role is also played by relations with business and also with institutions associated with the business environment. The basis of forming these relations is elaboration of assumptions and conceptions of cooperation between the University of Opole and enterprises and institutions associated with the business environment, enabling the integration of conducted research and realised educational processes with business and business-related activity. A measurable effect of integration understood in this way is elaborating and realising joint research, didactic, investment and developmental projects, in which broadly conceived business and institutions associated with the business environment can cooperate closely with the University of Opole towards achieving expected results. Similar assumptions relate to the shaping and development of relations with non-governmental organisations, as well as building partnership and cooperation with institutions of education, culture and sport.



COLLEGIUM CHEMICUM



UNIWERSYTET OPOLSKI
WYDZIAŁ CHEMII
FACULTY
OF CHEMISTRY



6. Mission and strategic goals of the Faculties of the University of Opole

6.1. Faculty of Chemistry

Mission

Acknowledging the inseparability of science and education, to provide the interested with access to knowledge on all levels of education – from popularizing science among pupils of primary and students of secondary schools, through educating university students at the bachelor's and master's levels, and educating doctoral students.

To promote the development of primary majors and to broaden their interdisciplinary character, which translates into their usability in the socioeconomic environment and, simultaneously, being the determinant of quality of conducted educational and research activity.

To build a high standard of human capital for all the communities which students of the Faculty come from, and also those which the graduates work and are active in, following completion of their studies.

Strategic aims

- ✓ To perfect the educational standards in the area of exact sciences, in the field of chemical sciences, on the education levels 6–8 defined in the Polish Qualifications Framework: the first degree (Bachelor studies), the second degree (Master studies) and the third degree (Doctor of Chemical Sciences),
- ✓ To further develop the educational offer of the Faculty through providing education in the area of medical sciences and health sciences in the major of *Pharmacy*, as well as by making efforts with the aim to launch study courses in the major of *Medical analytics*,
- ✓ To achieve synergy of educating between the area of exact sciences and that of

medical sciences and health sciences, stability of conditions and educating, effective use of accessibility of didactic base and personnel, and – in consequence – to contribute to further development of the region.

Key actions

- ✓ Adjustment of the programme of studies in the major of *Chemistry* to current requirements of the market and legal solutions,
- ✓ Realisation of education in the major of *Pharmacy* in a full didactic cycle,
- ✓ Optimisation of usage of didactic facilities and didactic-research apparatus at the disposal of the Faculty,
- ✓ Employment of research-didactic and didactic personnel in the discipline of pharmaceutical sciences,
- ✓ Successive renewal of the research-didactic staff in the discipline of chemical sciences by employing young research workers and personnel of technical support.

The most significant characteristics, potentials and achievements

- ✓ The only Faculty of Chemistry in Poland to run the study course in the major of *Pharmacy*, enabling education of pharmacists with a wide background of fundamental sciences (chemical sciences),
- ✓ The only faculty in Poland and one of the few in Europe to boast of a team of academic teachers specialising in synthesis and research on the properties of polyolefins, the most popular plastics produced in the largest amounts in the world,

- ✓ A high and widely-acknowledged, both in Poland and Europe, level of educating and preparing specialists in the field of produc-

tion and processing polyolefin materials – professionals who are appreciated and in demand on the market.

6.2. Faculty of Economics

Mission

To educate students through realisation of educational programmes in compliance with the expectations of the job market.

Strategic aims

- ✓ To perfect the level and offer of education in cooperation with the economic environment,
- ✓ To secure suitable standards of the student admission system to the majors offered by the Faculty,
- ✓ To intensify cooperation with secondary schools in Opole Province and neighbouring provinces.

Key actions

- ✓ Extension and making attractive the educational offer by launching new major study courses (*Logistics*, course of the 2nd de-

gree; *Geography*, courses of the 1st and the 2nd degrees), and also new modules of education in the existing majors,

- ✓ Broadening of the offer of post-diploma studies, enabling achievement of effects of studying compliant with the demands of the job market,
- ✓ Increasing the level of certification of the majors provided by the Faculty,
- ✓ Extending the patronage over classes of secondary schools, especially those of the economic profile,
- ✓ Delivering lectures and organising workshops for students of secondary schools.

The most significant characteristics, potentials and achievements

- ✓ The only faculty of a public college of higher education in the region to offer education in the majors of *Finance and*





accounting (studies of the 1st and the 2nd degree)

- ✓ Accredited Examination Centre which enables candidates to obtain *European Business Competence* Licence – EBC*L*,

- ✓ A unit with the rights to conduct exams to obtain *TransEdu* certificate,
- ✓ A co-organiser of the annual International Day for GIS Technology – *GIS Day*

6.3. Faculty of Philology

Mission

To run education at the highest level in the following disciplines: *Linguistics, Literary studies, Studies in culture and religion*, with emphasis placed on developing students' autonomy and competences crucial to their functioning in a dynamically changing reality,

To develop the policy of multilanguage and multicultural character, and with the simultaneous strengthening of the role of the Faculty as a regional centre for teaching the Polish language as a foreign one.

Strategic aims

- ✓ To build a culture of educating quality, from the top-down by the Dean's supervision and bottom-up through training, support and through a system which supports good practice,

- ✓ To strengthen the high position of the Faculty, concerning philological education and promoting the majors on offer at the University of Opole to be recognized both domestically and abroad due to clearly profiled curricula,
- ✓ To conduct philological education adjusted to the needs of the changing job market and to develop practical education,
- ✓ To improve the conditions for studying in a multicultural environment,
- ✓ To develop teaching and certification of the Polish language as a foreign one.

Key actions

- ✓ Perfecting the system of education standards through the systematic monitoring of needs and results, raising standards and promoting innovations,

- ✓ Educating in the Polish language and foreign languages, with the support of well-prepared competent staff and with the use of modern technology and friendly infrastructure,
- ✓ Cooperating with representatives of the socioeconomic environment in running education in practical profiles as well as within training and practice,
- ✓ Offering major study courses with foreign languages as languages of instruction, cooperation in the framework of the Alliance of European Universities FORTHUM, administrative service of students in the English language,
- ✓ Running education and certification of the Polish language as a foreign one in the framework of full study courses, short-term ones and continuing education.

The most significant characteristics, potentials and achievements

- ✓ A large number of foreign students, which contributes to the internationalisation of education and development of language and intercultural competences of all students in the Faculty,
- ✓ A wide offer of philological and practical education of teachers, translators, animators of culture, specialists in communication, including those with the knowledge of several languages,
- ✓ High standards of services provided to students and workers, including infrastructural, technological, competence support and the possibility of participation in strategic, local and international projects.

6.4. + Faculty of Medicine

Mission

To create and strengthen the intellectual capital of the country and region, based on highly qualified medical personnel, a modern didactic base and high-quality methods of education,

To prepare pre- and post-diploma medical personnel in a modern way, connected with acquisition of new and raising the qualifications of the present academic staff,

To raise – in the national and regional dimension – the level of knowledge, skills and competences in the area of medical sciences.

Strategic aims

- ✓ To run modern and effective education of students in the first and successive, 6-year didactic cycles,
- ✓ To constantly master the standards of educating in the scope of acquisition of the latest medical knowledge, practical professional skills, and also to form and create the highest proper ethical and social attitudes,
- ✓ To expand the medical personnel by acquiring new workers,
- ✓ To raise qualifications of the currently employed medical staff,

- ✓ To initiate trainings and encourage post-diploma education,
- ✓ To cooperate with the medical environment and the local government in the region.

Key actions

- ✓ Constant updating of the educational programme with an emphasis put on expanding clinical base that is used in the educational process in the area of classes of practical character,
- ✓ Constant modernization of the didactic infrastructure in the Faculty's own buildings,
- ✓ Introduction of modern teaching methods based on specialist laboratories and IT solutions,
- ✓ Constant development of the didactic process based on simulation techniques,
- ✓ Improvement in relations with clinical units, regarding creation of optimal space for realization of classes of practical character,
- ✓ Constant enrichment of the offer of course-books in the Faculty's library, covering also access to electronic resources, foreign and worldwide databases,



- ✓ Informatization of the planning of didactic process and servicing students and lecturers,
- ✓ Well-thought-over and systematic internal control of the educational standards,
- ✓ Optimization of costs of running the didactic process through reliable and economical establishing didactic loads,
- ✓ Supporting individual development of outstanding students by their participation in scientific circles and scholarship systems.

The most significant characteristics, potentials and achievements

- ✓ State-of-art own base of facilities,
- ✓ Very modern didactic base,
- ✓ The number of candidates remaining on a stable level, despite a clearly marked demographic decline,

- ✓ Firm position in the regional socioeconomic environment,
- ✓ Systematic updating of the educational programme, taking into account opinions of external shareholders, analyses of the job market, the health needs of society, current state of knowledge, as well as tendencies in the changes going on in the sphere of preparation for professional activity,
- ✓ Maintaining the satisfying qualitative and quantitative tendency of increase in the number of scientific-didactic personnel, in particular within the circle of workers holding scientific degrees and titles, including independent workers,
- ✓ Organisation of the didactic process and students' practices in the leading health care units in the region.

6.5. Faculty of Mathematics, Physics and Computer Science

Mission

To educate students in a modern and effective way in study courses whose chief disciplines are computer science, physics and mathematics, as well as to popularise these disciplines and majors run by the Faculty

Strategic aims

- ✓ To build the image of the Faculty as an organiser and offeror of studies of the first choice in the scope of provided majors.

Key actions

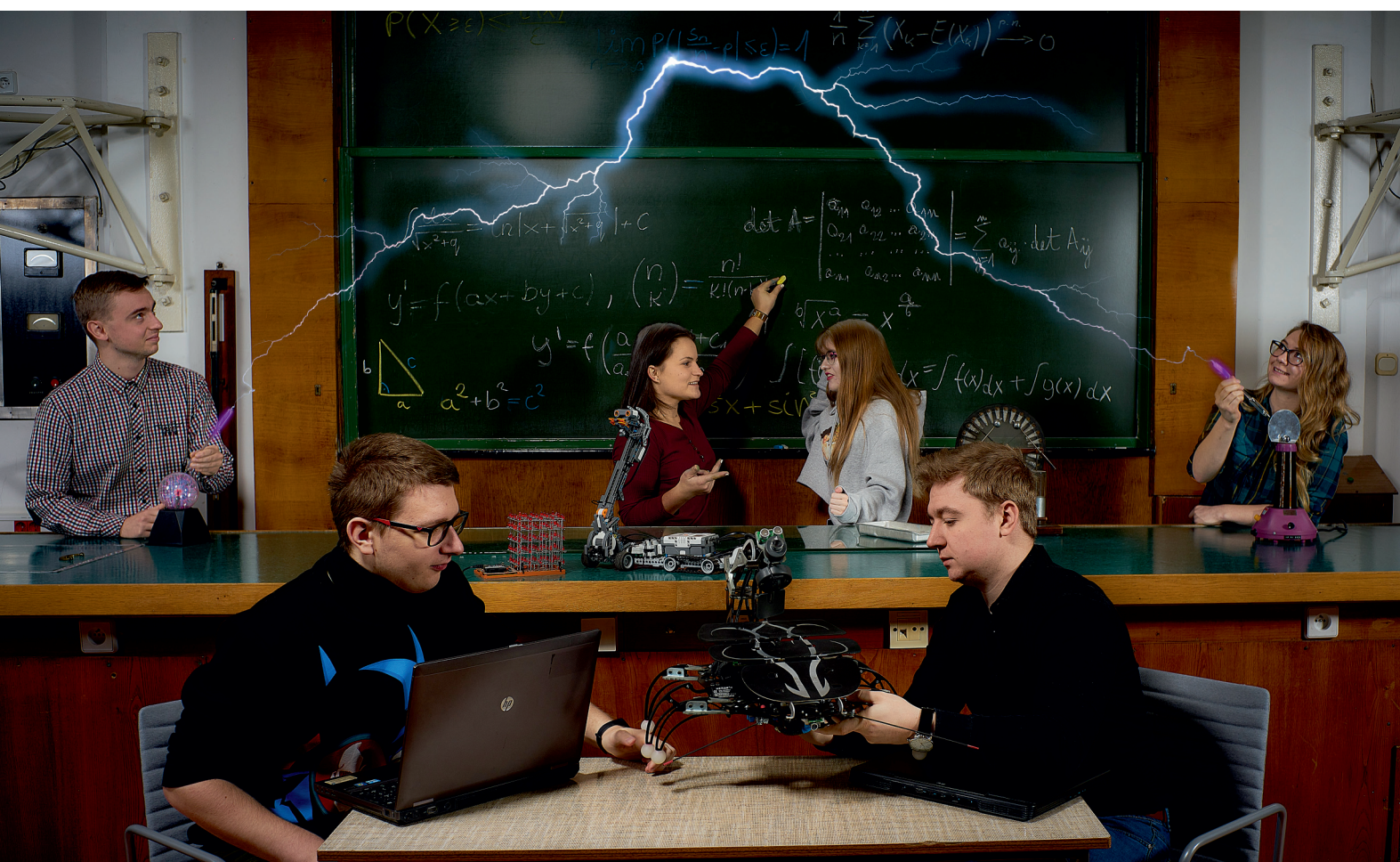
- ✓ Constantly perfecting the didactic offer, taking into account current needs of Polish and foreign students, as well as the demands of the job market,
- ✓ Supporting the education system through preparing and educating teaching personnel
- ✓ Strengthening the staff of the institutes included in the Faculty,
- ✓ Encouraging participation of representatives of the socioeconomic environment in

creation of didactic offer and realization of didactic process,

- ✓ Enlarging and modernizing the didactic base.

The most significant characteristics, potentials and achievements

- ✓ High culture of the educational standards,
- ✓ Many-year animated contacts with the socioeconomic environment,
- ✓ Proved in action organisational effectiveness while creating and realizing large-scale didactic projects,
- ✓ Well-grounded tradition of teaching oriented towards the students' potential and needs,
- ✓ Intimate atmosphere, non-anonymity of students, easy and natural contact with the teaching staff and accessibility of tutoring on different levels,
- ✓ A varied offer of students' participation in scientific research conducted in the Faculty as well as in joint projects realized with socioeconomic units.





6.6. Faculty of Political Studies and Social Communication

Mission

To realize the didactic process serving the purpose of students' personal development and responding to the needs of the job market

Strategic aims

- ✓ To ground the position of the Faculty as a leader of educating regional local-government personnel,
- ✓ To make efforts towards constantly raising educational standards,
- ✓ To launch study majors in the English language for the needs of the internationalisation of the Faculty, which is growing wider and wider year by year.

Key actions

- ✓ Cooperation with the external environment while planning and realizing the didactic process,
- ✓ Constant modernization of the didactic base with the aim to adjust it to the changing technological demands,
- ✓ Extension of the network of didactic cooperation within the framework of programmes

of academic exchange of both workers and students,

- ✓ Strengthening the role of students – particularly that of the Faculty students' self-government and students' scientific circles – in the decision-making processes.

The most significant characteristics, potentials and achievements

- ✓ Realization of the unique programme of trilateral studies *Europa Master* in cooperation with the Universities of Mainz and Dijon – on the basis of the cooperation begun under the scheme *Europa Master* there was founded the alliance of FORTHEM, being an alliance of seven European universities,
- ✓ Distinguished with the certificate *Studies with the Future* module of the specialization *Global Studies* in the major of *Political studies*, together with the dedicated academic course book, prepared with the HumanDoc Foundation, within the framework of the project of the Ministry of Foreign Affairs.

6.7. Faculty of Health Sciences

Mission

To endeavour to reach the position of a leader in the area of practical education in the fields of nursing, midwifery, cosmetology, physiotherapy and dietetics for the needs of the health care system and public health of the southern region of Poland,

To secure a high level of professionalism of the graduates and to promote responsibility for their own development through providing education on the highest level in the world to students and broadly understood medical personnel.

Strategic aims

- ✓ To launch study courses of the second degree in the major of *Dietetics*,
- ✓ To launch post-diploma studies in the field of neurorehabilitation as a form of educating to broaden the professional competences of not only physiotherapists, but also nurses, paramedics and midwives,
- ✓ To launch post-diploma education courses, responding to the needs of the market in

the sphere of medical care (among others, medical cosmetology, podiatry, cosmetology with elements of dietetics, trichology),

- ✓ To establish a student's dietetics counselling centre run by students in the major of *Dietetics* under the supervision of academic personnel.

Key actions

- ✓ Establishing new laboratories for developing practical skills,
- ✓ Creating an educational programme to improve the professional qualifications of medical nurses working in hospitals through the development of cooperation with the Regional Chamber of Medical Nurses and Midwives,
- ✓ Organising certified trainings for students to raise their professional qualifications,
- ✓ Increasing the share and engagement of students of the Faculty in works of domestic and international medical groups and organisations,





- ✓ Commencing a close cooperation with medical institutions located in the area of Opole Province, capable of guaranteeing the continuation of employment of the Faculty students in these centres,
- ✓ Formation of interdisciplinary therapeutic teams in the system of classes run at the Centre of Medical Simulation.

The most significant characteristics, potentials and achievements

- ✓ Many-year tradition, renown and recognition in the city and in the region as regards

the level of educating students in the majors of *Nursing* and *Midwifery*,

- ✓ Excellent grade granted by the National Accreditation Council, following the control of the Schools of Medical Nurses and Midwives,
- ✓ Co-organisation of the prestigious cyclical international conference *Medical Science Pulse*
- ✓ Initiation of Janina Felińska All-Polish Olympiad for Medical Nurses,
- ✓ Organisation of the cyclical International Scientific-Training Symposium on controversies over nutritional disorders.

6.8. Faculty of Social Sciences

Mission

To react to contemporary social challenges through educating conscious citizens and also to secure respect to students' and workers' rights along with creating conditions for their self-realization and development,

To perfect the educational process in compliance with national and international standards and to coordinate actions whose aim is to raise didactic competences of the workers employed in the Faculty,

To equip students and workers with knowledge, skills and attitudes that enable critical and active participation in the life of the local and global environment.

Strategic aims

- ✓ To strengthen the potential of the Faculty personnel, possessing competences indispensable to teach in individual majors of the all-academic and practical profiles,



- ✓ To constantly improve the offer of continuing education (new study courses, post-diploma studies, mastering and qualifications courses, training workshops) in accordance with the demands of the job market and binding legal regulations in this respect,
- ✓ To constantly improve the education strategy with the use of modern methods, tools and technologies,
- ✓ To constantly secure and perfect the educational standards with taking into account the specifics of particular majors,
- ✓ To obtain certificates of quality of education in study courses positively evaluated in relevant accreditation procedures,
- ✓ To constantly widen cooperation with economic subjects, with the aim to broaden the offer of students' practice,
- ✓ To increase students' mobility with reference to domestic and foreign students' exchange,
- ✓ To improve the work of the Dean's Office, regarding management of students' and research-didactic and didactic workers' affairs,

- ✓ To elaborate and implement transparent criteria of evaluation and an effective motivation system for research-didactic, didactic and administration workers,
- ✓ To improve the system of communication and accessibility of information within the Faculty,
- ✓ To elaborate and implement a strategy of promotion of the Faculty.

Key actions

- ✓ Employing competent staff who have the practical experience which is indispensable to run specific classes with students,
- ✓ Mastering the applied didactic methods with the aim to improve the effects of studying,
- ✓ Cooperating with other Faculties of the University for the realization and development of the didactic process,
- ✓ Enabling research-didactic and didactic workers to participate in trainings, workshops, didactic conferences, seminars and symposiums to raise skills connected with running classes with students,

- ✓ Systematic evaluation of didactic work of the teaching staff, both by students and the Faculty's authorities; conducting actions with the aim to ethically and reliably run didactic classes,
- ✓ Supporting students in the realization of didactic classes (including publication of academic books or materials used in classes),
- ✓ Supporting students' initiatives for raising their competences and cooperation with the environment,
- ✓ Creating platforms and networks of cooperation "workers – students – shareholders",
- ✓ Establishing and renewing partner-based cooperation with different educational centres and employers in the country and abroad,
- ✓ Formation of teams of support for students' activity (students' scientific circles, psychological counselling centre for students, systematic consultations for students),

- ✓ Modernization of the infrastructure and adjusting it to the didactic activity in the Faculty, improvement in the material conditions of educating students,
- ✓ Monitoring and control of expenditure in the individual organisational units of the Faculty.

The most significant characteristics, potentials and achievements

- ✓ Rich educational offer adapted to the conditions of the job market and expectations of employers,
- ✓ High standards of education appreciated by the Polish Accreditation Commission,
- ✓ Obtaining the certificate of educational standards in the category "Open to the World" in the major of *Sociology* (study courses of the first and the second degree),
- ✓ Highly evaluated cooperation with the economic environment.



6.9. Faculty of Law and Administration

Mission

We educate leaders. – We set routes. – We share knowledge.

Strategic aims

- ✓ To perfect and broaden the educational offer,
- ✓ To bring the studies up to date,
- ✓ To provide the highest educational standards,
- ✓ To maintain a high position of the Faculty among its counterparts in Poland and in Central-Eastern Europe,
- ✓ To maintain and raise the position of the Faculty in rankings.

Key actions

- ✓ Promotion of science and continuing self-studying,
- ✓ Cooperation between academic teachers and students, based on the modern relationship “Master – Disciple”,

- ✓ Maintaining the continuity of the relation and making use of the support from the graduates,
- ✓ Development of cooperation with the business, administration and non-governmental environment,
- ✓ Making new scientific contacts and pursuing cooperation with other faculties of law and administration as well as scientific institutes.

The most significant characteristics, potentials and achievements

- ✓ Emphasis on the practical side of knowledge (*law in action*),
- ✓ High potential of the research staff,
- ✓ Collegiate atmosphere (particular relation “academic teacher – student”),
- ✓ Dynamic development,
- ✓ Well-developed cooperation with external shareholders from the BANGO sector (business, administration, NGOs).





6.10. Faculty of Natural Sciences and Technology

Mission

To provide the highest educational standards at all the levels of university education, including that in the framework of continuing education,

To develop the major of *Biology*, representing the classic areas of science, characteristic of a college of higher education with the university status,

To run interdisciplinary studies, educating engineers, and also to launch practical studies meeting the needs of the economy of the region.

Strategic aims

- ✓ To develop study courses connected with the evaluated scientific disciplines (priority majors for the Faculty: *Biology, Environmental engineering, Agriculture, Biotechnology*),
- ✓ To develop majors connected with the International Research-Development Centre

of the University of Opole for Agriculture and Farming-Food Industry,

- ✓ To support actions towards raising the level of internationalisation of the study majors on offer.

Key actions

- ✓ Constant perfecting and developing of the didactic offer, taking into account the expectations of the regional job market,
- ✓ Tightening the cooperation with entrepreneurs and units of the local government of Opole Province,
- ✓ Broadening the offer of courses run in the English language as well as intensification of the workers' and students' mobility,
- ✓ Extending the practical competences of graduates through increasing the students' share in scientific research, projects realized for companies and their participation in internship schemes.

The most significant characteristics, potentials and achievements

- ✓ Biology in the field of *Palaeobiology* as a prestigious, rare and exceptionally attractive mode of study on a European scale, major, realized fully in the English language,
- ✓ The International Research-Development Centre of the University of Opole for Agri-

culture and Farming-Food Industry as a carrier of transfer of knowledge from the Faculty to the sector of agriculture and farming and food processing industry, providing the students with the opportunity to access the latest scientific achievements in the field, as well as participation in research conducted within programmes launched in the centre.

6.11. Faculty of Art

Mission

To conduct artistic-scientific and educational activity in the sphere of art – creating, popularising and promoting it, to describe and comment on art, and also to shape the artistic environment on local, national and international scales.

Strategic aims

- ✓ To maintain the attractiveness and interest in the study courses run by the Faculty,
- ✓ To develop the didactic offer adjusted to the dynamically changing socio-cultural situation and the needs of the job market,



- ✓ To raise the level of internationalisation of the artistic-scientific and didactic activity,
- ✓ Active cooperation with external partners, promotion, creating and animating artistic and cultural life in the region,
- ✓ Maintaining the leading position in the sphere of artistic education in the region.

Key actions

- ✓ Development of the scientific-didactic and didactic staff, perfecting didactic methods, maintaining full functionality and attractiveness of the apparatus base, adaptation of curricula and study programmes to the needs of the job market,
- ✓ Active promotion of the didactic offer among graduates of secondary schools, studies of the first degree and other age groups,
- ✓ Creation of new majors and post-diploma courses to meet the needs of the developing creative industry,

- ✓ Launching the major of *Artistic education in the field of fine arts* with English as the language of instruction,
- ✓ Promoting and intensifying the exchange and mobility of students and workers of the Faculty and foreign partner colleges of higher education, as well as cooperation on different levels of internationalisation,
- ✓ Deepening cooperation with current external partners and acquisition of new partners.

The most significant characteristics, potentials and achievements

- ✓ The interdisciplinary character of the study courses provided by the Faculty,
- ✓ Integrated team of workers holding versatile competences,
- ✓ Linking artistic and scientific activities,
- ✓ Extensive and deep network of connections with institutions of culture in the region.

6.12. Faculty of Theology

Mission

To more deeply understand and to systematically lecture on the Catholic doctrine, based on God's revelation,

To educate alumni of the Inter-Diocesan Theological Seminary in Opole, preserving the *Ratio studiorum* being in force in Poland and accepted by the Holy See, as well as to substantively prepare monastic and lay persons for working in catechesis and in other sectors of priest's activity of the Church,

To run other attractive study courses, organising post-diploma studies, special courses, summer schools (in the framework of international programmes), open lectures and all kinds of enterprises of the didactic-scientific nature, in close cooperation with the Institute of Theological Studies,

To influence society, especially in the local context of Silesia, by creating a public debate relating to problems of faith and relation of religion to the contemporary world, and also

questions connected with the identity of the region.

Strategic aims

- ✓ To strengthen the position of the Faculty within the domestic and international network of theological didactic centres,
- ✓ To offer increasingly higher educational standards,
- ✓ To raise the competitiveness of the Faculty nationally,
- ✓ To make the Faculty the national centre of education in the fields of liturgics, ecumenism and Christian Oriental studies,
- ✓ To increase the internationalisation of the Faculty,
- ✓ To more and more reliably take into account the needs of the job market, especially in Silesia,
- ✓ To intensify cooperation with the Catechetical Departments of Opole Diocesan Curia in Opole and Gliwice,





- ✓ To commence cooperation with organs of the central and local government administration as well as with non-government organisations (e.g. foundations)
- ✓ To promote the idea of voluntary work among students and doctoral students,
- ✓ To increase the number of students of the Faculty,
- ✓ To increase the number of classes run in foreign languages,
- ✓ To increase the number of offers of the basic and post-diploma study courses.

Key actions

- ✓ Expanding the use of reliable didactic materials (academic books, instruction films, lectures, including online ones),
- ✓ Close cooperation with the Institute of Theological Studies through courses designed to perfect the professional competences of the lecturing staff,
- ✓ Creating new, attractive study courses, facilitating to students access to various

forms of support (scholarships, trainings, exchange, etc.),

- ✓ Developing specialist studies and trainings in the field of liturgics, ecumenism and Christian Oriental studies,
- ✓ Drawing new agreements on cooperation with foreign centres as well as exchange of members of the staff and students within the existing cooperation network,
- ✓ Tightening cooperation with Church-run and local-government institutions based in the area of Opole Region and the neighbouring provinces,
- ✓ Performing expert studies with the aim to launch new catechetical programmes,
- ✓ Realizing joint didactic projects, happenings and initiatives of the scientific character,
- ✓ Cooperation with state and Church-run institutions of social aid,
- ✓ Organising contests and competitions dedicated to the didactic areas developed by the Faculty, expanding the promotional activity

of the Faculty by means of the local media, social media and Church institutions,

- ✓ Motivating lecturers to internationalise their lectures,
- ✓ Activating specialists in different didactic areas to create study courses of precisely formulated thematic areas (e.g. knowledge of the Bible, studies of the family, religion in the media, liturgical instruction).

The most significant characteristics, potentials and achievements

- ✓ Highly specialised team of academic lecturers,
- ✓ Professional didactic base of the Faculty,
- ✓ Substantive partnership of scientific institutions (e.g. Common University of Christian-Social Teaching),
- ✓ Unique majors run in the region exclusively by the Faculty (e.g. Christian Oriental studies),
- ✓ A special place for reflections on liturgy and ecumenism, the expression of which are

the magazines devoted to these fields of study published under the auspices of the Faculty,

- ✓ Lectures on regionalism (Silesian studies),
- ✓ Editing, in close cooperation with the Institute of Theological Studies, five scientific journals of renown and numerous books and monographs,
- ✓ Wide contacts relating to international co-operation,
- ✓ Close cooperation with the Ecumenical Research Institute of St Ephraim, based in Kottayam, India, resulting in the exchange of lecturers within the open lectures scheme,
- ✓ Close cooperation with the Faculty of Orthodox Theology of the University in Craiova, Romania, resulting in the exchange of lecturers within the open lectures programme,
- ✓ Courage in undertaking discussions on various religious and social issues,
- ✓ Students' strong identification with the Faculty.





7. Mission and strategic goals of the Institutes of the University of Opole

7.1. Institute of Biology

Mission

To collect knowledge on the diversity and complexity of life,

To transfer the knowledge on life and the world of nature to society, to encourage interest, form attitudes of respect and sustainability skills concerning the use of nature's resources,

To support the environment regarding the protection of biodiversity, to propagate principles of sustainable development, to support enterprises aimed at reversing negative phenomena in nature.

Strategic aims

- ✓ To further develop scientific research in the fields of palaeobiology, ecology, taxonomy, environmental protection and biodiversity,
- ✓ To make use of new research tools, to establish new laboratories and a modern fossils preparation laboratory,
- ✓ To improve the infrastructural base of the Institute,
- ✓ To formalize cooperation with research centres of key importance to the discipline in Poland and in the world,
- ✓ To develop new directions of research in Central Asia,
- ✓ To secure the continuity of research studies in the context of exchange of the personnel and the so-called retirement departures.

Key actions

- ✓ Development of activity in the European Centre of Palaeontology (ECP),
- ✓ Full use of the research infrastructure connected with the establishment of the International Research-Development Centre of the University of Opole for Agriculture and Farming-Food Industry,
- ✓ Modernization and adaptation of rooms for the needs of the ECP and the fossils preparation laboratory,
- ✓ Signing agreements of cooperation with centres dealing in research, which are based in Central Asia,
- ✓ Recruitment of very promising doctoral students who make a natural continuation to the generational turnover of the Institute's staff.

The most significant characteristics, potentials and achievements

- ✓ Unique research in the flora of Central Asia,
- ✓ Research in the fields of taxonomy and faunistic studies of *Heteroptera*, selected groups of *Diptera* and beetles (*Coleoptera*) from all over the world,
- ✓ Palaeobiological research conducted, among others, on the basis of the material obtained in the palaeontological site in Krasiejów and pursuing the research in the histology of bones.

7.2. Institute of Chemistry

Mission

To raise the standard of scientific research in the field of chemical and related sciences, both basic and applicative so that it contributes substantially to scientific learning about the world and mechanisms related to the functioning of nature, and also to solving civilisation-related problems through the development of modern technologies,

To expand scientific cooperation and to develop the interdisciplinary character of the research, both within the University of Opole and due to conducted research in the supra-regional scale as well as on the international arena,

To develop cooperation with economic subjects towards raising the quality and applicative standards of the research carried out in the Institute, serving to develop innovative economy.

Strategic aims

- ✓ To increase the effectiveness of scientific research, which will allow a Grade B+ to be awarded, at the least, in the evaluation procedure,
- ✓ To initiate and support actions aiming at acquiring domestic and international means to finance research, including that in cooperation with other scientific centres based in Poland and abroad,
- ✓ To internationalise scientific research and to widen the range of cooperation with foreign institutions, both in Europe and other regions of the world,
- ✓ To develop research in the field of medical sciences in the discipline of *Pharmaceutical sciences*, to such an extent and intensity that will allow applying for evaluation of



this discipline in the subsequent period of executing the procedure.

Key actions

- ✓ Constant monitoring and analysis of effects of the scientific research carried out by the workers of the Institute in the context of evaluation criteria,
- ✓ Internationalisation of the scientific personnel through employing foreign research workers, as well as increasing mobility of the workers in the Institute, in particular – raising the number of internships in leading research centres,
- ✓ Participation in international research networks,
- ✓ Running effective personnel policy through employing outstanding specialists in scientific disciplines developed in the Institute,
- ✓ Developing contacts with companies and supporting workers who prepare patent applications and implement new solutions in practice,
- ✓ Employing appropriate specialists in the scope of pharmaceutical sciences, particularly taking into account possibilities of evaluation of this scientific domain,
- ✓ Successive renewal of the research-didactic staff in the discipline of chemical sciences,

and also the personnel of technical servicing.

The most significant characteristics, potentials and achievements

- ✓ The only Institute of Chemistry in the country employing, apart from chemical engineers, scientific workers specializing in the discipline of *Pharmaceutical sciences* and realizing research in this domain,
- ✓ One of the few university institutes which is characterized by a broad cooperation with many firms based in the region, in the country and abroad as well as realizing a large amount of research commissioned by the industry,
- ✓ The only institute in Poland and one of very few in Europe to possess a team of workers specializing in synthesis and research on the properties of polyolefins – the most popular plastics manufactured in the largest amount in the world;
- ✓ Highly recognized in the country and abroad on the level of interdisciplinary research in the field of chemical sciences, medical sciences, pharmaceutical sciences, agricultural sciences, especially those dealing with food, as well as engineering and technical sciences.

7.3. Institute of Economics and Finance

Mission

To conduct research and to disseminate knowledge to obtain answers to the most significant and the most urgent problems of contemporary economy and finance. The Institute of Economics and Finance is an outstanding unit in the region as far as conducting scientific studies useful in terms of their application is concerned, the results of which can be effectively used in the local, regional, national and international dimensions

Strategic aims

- ✓ To form research teams of a high scientific potential, concentrated around the themes of migration and the job market, virtual

money, fintech and CDBC, analysis of markets of agricultural produce, local government and private finance,

- ✓ To carry out scientific studies dealing with the challenges of the contemporary world of the economy and finance,
- ✓ To educate young research staff, acquired primarily by means of internal recruitment from the circle of outstanding graduates of the Faculty of Economics,
- ✓ To run a steady cooperation with external shareholders.

Key actions

- ✓ Realization of scientific research, the results of which are presented, among others, in



publications in high-factor journals, in running steady cooperation based on agreements drawn with external shareholders, in running doctoral study courses and also in pursuing the personnel policy concentrated on scientific results obtained by the workers,

- ✓ Departure from the excessive number of extra hours teaching, which will enable the staff to dedicate themselves to the scientific and research activity, and publishing their results, to a much greater extent,
- ✓ Creating an effective motivation system to significantly promote workers who obtain the best results in the scientific-research area,
- ✓ Narrowing the generation gap among the research staff by way of internal recruitment from the circle of outstanding graduates and also through offering positions to

outstanding scientists who were connected with the University in the past.

The most significant characteristics, potentials and achievements

- ✓ The Institute of Economics and Finance is a relatively small unit in the scale of the country, still it contributes to the fact that the University of Opole – as the only college of higher education in the region – possesses the rights to confer the degree of Doctor of Business Administration in the discipline of *Economy and finance*,
- ✓ Recognized positions of the workers of the Institute,
- ✓ Unique character of the study courses on offer, translating into their significance,
- ✓ Cooperation in the international dimension as the key potential of the further development of the Institute.

7.4. Institute of Physics

Mission

To educate academic youth in the scope of the sciences of physics and mathematics, with an emphasis on presenting the role of these sciences in the development of modern techniques and technologies as well as conducting scientific research in the field of fundamental sciences.

Strategic aims

- ✓ To secure the scientific development of the Institute by increasing the research potential, which will result in obtaining at least a B+ scientific category in the discipline of Physics,
- ✓ To strengthen the research-didactic personnel in the Chair of Mathematics, leading to re-creation of the Institute of Mathematics within the structure of the University and the future evaluation in the field of Mathematics,
- ✓ To provide all the students with access to knowledge in the domain of physical sciences on a different level of difficulty – from

popular science into participation in scientific research.

Key actions

- ✓ Creating and supporting the development of research teams significantly contributing to a rise in the standard of scientific research,
- ✓ Implementation of a motivation programme to promote individual contribution of research-didactic workers to the evaluated output of the Institute,
- ✓ Raising attractiveness of the educational offer through its constant adaptation to the needs of the contemporary job market,
- ✓ Launching the major of *Teacher studies – Physics and Mathematics*, enabling complementing the staff of teachers of exact sciences in schools, which is being depleted.

The most significant characteristics, potentials and achievements

- ✓ Active engagement of the workers of the Institute in *Eurofusion* programme,



- ✓ Effective and efficient acquisition of external means in the form of grants, domestic (NCN, NCBiR) and foreign,
- ✓ High quality of education, compliant with national and international standards,
- ✓ Conducting a widespread popularising activity.

7.5. Institute of Socio-Economic Geography and Spatial Management

Mission

To conduct research studies connected with identification and explanation of social and economic processes going on in the geographical space and also studies on optimization of directions and methods of planning and managing space in the scale of cities, rural areas, as well as regions,

To educate students and to prepare personnel capable of performing tasks in the scope of space management and also organisation of tourism in economic practice,

To prepare analyses, expert's reports and strategies dealing with phenomena and processes occurring in space, on a local scale (city and rural areas), regional and all-national, serving government and local-government institutions.

Strategic aims

- ✓ To build a strong, solid, dynamic and development-oriented unit constituting an important element within the structure of the University of Opole,



- ✓ To strengthen the position of the scientific discipline of *Socioeconomic geography and spatial management*, both in the University of Opole and in the national and international dimensions, which will manifest itself in earning Category B, at the least,
 - ✓ To achieve a high position as a unit that makes a scientific base for the practice of managing a commune, a city or a region in the scope of analyses, plans and strategies relating to shaping and the management of space through undertaking research work for the socio-economic environment,
 - ✓ To launch the major in *Geography* with the specialization of *Geoinformation*,
 - ✓ To perfect the level and offer of education, with the simultaneous provision of attractiveness of studies based on the opinion of potential candidates.
- Key actions**
- ✓ Pursuing the personnel policy oriented towards acquisition of scientists who are prepared for effective research work and publishing in high-factor journals edited in Polish and English,
 - ✓ Optimization of employment in the group of workers forming the scientific-research team and providing the workers of the Institute with organisational, technical and financial conditions which are indispensable to conduct research studies,
 - ✓ Maintaining the scientific journal *Studia Miejskie* and strengthening its scientific position,
 - ✓ Perfecting programmes of studies with the aim to raise their attractiveness and adjustment to the needs of the socioeconomic environment,
 - ✓ Preparation of the offer of post-diploma studies, primarily in the scope of geoinformation (GIS), and also study courses dealing with geography for teachers of other specializations,
 - ✓ Active participation of workers and students of the Institute in foreign mobility within the framework of Erasmus projects and other international schemes,
 - ✓ Developing the activity of scientific circles,
 - ✓ Active promotion of study majors – lectures and workshops in schools run by workers of the Institute, GIS-day, promotion in social



- media, preparation of promotional materials (leaflets, presentations, films)
- ✓ Attracting foreign students by participation in education fairs, workers' foreign contacts, agreements on double diplomas, cooperation with recruitment agencies,
- ✓ Establishment of an internal team working for commercialization of the results of scientific research and developmental works,
- ✓ Improvement on the 'visibility' of the discipline in the socioeconomic environment through promotion of achievements with the use of modern means of transfer, including on-line tools, social portals and Internet services, popular-science lectures and workshops,
- ✓ Active and creative participation of workers of the Institute in all-university actions such as: Festival of Sciences, all-university courses, international programmes, etc.

The most significant characteristics, potentials and achievements

- ✓ One of the relatively low number of colleges of higher education where the discipline of *Socio-economic geography and spatial management* is developed as an independent scientific domain,
- ✓ Interdisciplinary character of the team of workers of the Institute (geographers, economists, architects, urban engineers, geodesists and cartographers)

7.6. Institute of History

Mission

To conduct unique scientific studies, including – on the one hand – making use of the long tradition of studies in the fields of history, philosophy and arts studies on the grounds of

Polish science and – on the other hand – new development trends in studies in the area of humanities, both in Poland and Europe,

To work towards making the position of the Institute a leading centre realizing interdis-



ciplinary studies in the disciplines of *History*, *Philosophy* and *Arts studies*, in cooperation with institutions of culture, museums and archives.

To maintain the position to date of the chairs which compose the Institute, on Poland's map of research centres and secure its recognition outside the borders of Poland.

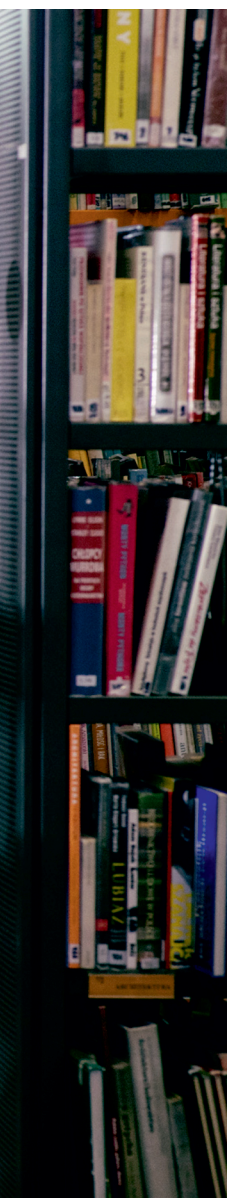
To educate students on the basis of high standards, taking into account many-year experience of the workers of the Institute, as well as new trends in the all-academic teaching of History, Philosophy and Arts Studies.

Strategic aims

- ✓ To earn Category B+ for the discipline of *History*, following the nearest evaluation procedure,
- ✓ To maintain *History* among the disciplines subject to evaluation in the subsequent periods,

- ✓ To maintain the rights to confer the degrees of Doctor and Habilitated Doctor in the discipline of *History*,
- ✓ To raise the discipline of *Arts studies* to the rank of an evaluated discipline and to obtain Category B+ in the next evaluation procedure,
- ✓ Recreating the research potential of *Philosophy* with the aim to adapt it to the requirements of an evaluated discipline by the year 2025,
- ✓ To modernize the didactic offer in the major study courses run to date and to adjust them to the needs of the job market in the region, as well as to new demands of work in educational institutions, museums and archives,
- ✓ To broaden the didactic offer through introduction of new study courses in the humanities of the interdisciplinary character,
- ✓ To expand the research-didactic staff, offering posts to younger workers, and also to





widen the scope of scientific studies and didactic offer,

- ✓ To cooperate with organisational units of Polish universities and ones outside the country, as well as with Polish library-museum institutions in France, Switzerland and Great Britain.
- ✓ To develop cooperation with units of the central government and local government administration (the Municipal Office of Opole, County Starost's Office in Opole, the Marshal's of Opole Province Office and Opole Province Office) for realization of actions connected with popularisation of history, philosophy and arts studies, as well as celebrations of important anniversaries,
- ✓ To develop cooperation in the sphere of popularisation of history, arts studies and philosophy with the State Archive in Opole, museums and theatres based in the area of Opole Province, the Provincial Office for Protection of Monuments, Józef Elsner Opole Philharmonic, the National Centre of Polish Song, the Lower-Silesian Film Centre, Sound and Image Studio in Chorzów, Association of Opole Llamas, re-enactment groups,
- ✓ To have the journals affiliated in the Institute be entered onto the list officially approved by the Ministry,
- ✓ To launch new journals of a multidisciplinary profile, and also ones thematically oriented (e.g. dealing with popular music).

Key actions

- ✓ Realization of the research directions developed to date in the disciplines of *History*, *Philosophy* and *Arts studies*,
- ✓ Taking up interdisciplinary and international scientific studies within the areas of the humanities and social sciences,
- ✓ Effective acquisition of means to realize research and didactic projects from programmes launched by the Ministry (NPRH, NCN, NCBiR, NAWA) and schemes in the region,
- ✓ Recreating and modernizing the didactic and research base of the Institute,

- ✓ Increasing the financial and organisational engagement on the part of the University for the needs of the Institute,
- ✓ Active cooperation with the University's administration with the aim to secure support of the latter for actions undertaken by the Institute and its personnel,
- ✓ Maintaining the research activity on a high level, finding its expression in published scientific monographs, chapters in collective monographs, articles published in high-factor journals (min. 40 points) and magazines of correspondingly high international renown, and also in participation in significant and prestigious conferences both in the country and abroad,
- ✓ Actions for raising the prestige of scientific journals edited in cooperation with other scientific institutions and associations,
- ✓ Intensifying the exchange of workers and students with academic centres and partner institutions, including effective use of Erasmus programme or FORTHEN schemes,
- ✓ Active participation of the workers of the Institute in scientific circles and associations, domestic and international,
- ✓ The workers' of the Institute membership of advisory committees at the central and local government administration, of programme boards of scientific, cultural institutions, museums and archives,
- ✓ Modernization of the educational programmes of the majors on offer,
- ✓ Including continuing learning in the didactic offer addressed to persons in occupations, who wish to broaden their professional competences or pursue their interests,
- ✓ Establishing a closer cooperation with secondary schools, running the University Practice School with the intention of realizing classes (workshops, lectures) for high school students, as well as organising practices for the students of the Institute,
- ✓ Launching new interdisciplinary study courses – *University humanistic studies* (the 2nd degree), *Knowledge of the theatre and film* (the 1st degree), *History of art*,
- ✓ Enriching the offer of workshops in all majors,



- ✓ Running actions connected with the popularisation of history, philosophy and arts studies.

The most significant characteristics, potentials and achievements

- ✓ Original composition of the research-didactic personnel in a small organisational unit, representing four scientific disciplines in the area of humanities (history, philosophy, arts studies, archaeology), creating conditions to conduct interdisciplinary research and didactic activity,
- ✓ Very strong engagement of the workers of the Institute in scientific activity,
- ✓ Conducting extensive scientific queries by the workers and students of the Institute in the country and abroad, participation in important documentation projects on the territory of Russia, Ukraine, Belorussia, Belgium, Germany, Italy, France and Great Britain,
- ✓ High activity on the part of the workers of the Institute in works of scientific associations and committees,
- ✓ Editing, independently and in cooperation, of four scientific journals, as well as cyclical monographs,
- ✓ Attractive and constantly modernized didactic offer addressed also to elder persons and ones in occupation, enabling realization of the '3L' principle – *LifeLong Learning* (continuing education), running study courses of the 1st and the 2nd degree in the major of *Musicology*, whose curriculum includes a large number of workshops, implementation of interdisciplinary studies,
- ✓ Friendly atmosphere of studying, built by small class sizes, the schedule oriented towards satisfying students' needs, making use of modern teaching forms and methods, a good number of practical classes and workshops featured in the programme of studies (field trips and study visits in the major of *History*, classes of mastering play on different instruments in the major of *Musicology*),
- ✓ Extensive and attractive offer of vocational practices, also abroad.
- ✓ Mobility of the research-didactic workers and students, thanks to a high accessibility of Erasmus programme and schemes offered within the framework of FORTHEM Alliance.

7.7. Institute of Computer Science

Mission

To conduct scientific research in the field of *Computer science* and to educate students in course studies in which the leading discipline is *Computer science*, in compliance with the mission of the University and with an optimal use of the potential of the staff and material resources at the disposal.

Strategic aims

- ✓ To strengthen the position of the Institute of Computer Science of the University of Opole as a leader of informatics-related competences in the region in the scope of both conducted scientific research and the standard of provided education.

Key actions

- ✓ Strengthening and developing the potential of the research personnel and the quality of scientific research carried out, as well as increasing the number of publications in high impact journals and conferences in the field of computer science, leading to, among others, obtaining rights to confer the sci-

entific degree of Doctor in the discipline of *Computer science*,

- ✓ Establishing *Collegium Informaticum*, that is a modern seat of the major and discipline of *Computer science*,
- ✓ Developing and tightening cooperation with the environment through realization of joint research projects with the socioeconomic environment, participation of experts representing the industry in the didactic process, developing cooperation with graduates and also maintaining contacts with schools and school youth interested in education in the majors of exact sciences.

The most significant characteristics, potentials and achievements

- ✓ The scientific-didactic staff undertaking to respond to current challenges posed by the discipline of *Computer science*,
- ✓ Many-year-lasting and active contacts with the socioeconomic environment,
- ✓ Experience in realization of large-scale research and didactic projects financed from external sources.



7.8. Institute of Environmental Engineering and Biotechnology

Mission

To conduct high-quality scientific research in the field of environmental biotechnology, monitoring, and also protection, conservation and shaping of the environment.

Strategic aims

- ✓ To develop new, innovative lines of research in the domain of environmental engineering,
- ✓ To refresh the scientific-didactic personnel through offering employment to young research workers, acquisition of specialists in the area of environmental engineering,
- ✓ To carry out scientific research on the highest level,
- ✓ To effectively manage the human resources and rational making use of the material base,
- ✓ To increase the share of students in the development of the discipline.

Key actions

- ✓ Intensifying the research and publication activity of the workers of the Institute and

working towards their greater recognition on the international arena,

- ✓ Raising the professional requirements with reference to candidates applying for positions in the Institute, which will contribute to an increase in the quality of the conducted research, raising the level of its interdisciplinary character and also will lead to a larger number of high-impact-factor publications.

The most significant characteristics, potentials and achievements

- ✓ Assuming the interdisciplinary approach towards the issues pertaining to biotechnology of the environment as well as protection and shaping of it,
- ✓ Engagement in research conducted in the International Research-Development Centre of the University of Opole for Agriculture and Farming-Food Industry,
- ✓ Recognition of the position of the workers of the institute as advisors to organs of the central administration, units of local government and industry.





7.9. Institute of Linguistics

Mission

To conduct scientific studies which, to a significant degree, contribute to the scientific output of linguistics and sciences of culture and religion, including studies dealing with the problem area of a multicultural and multi-language nature of the Silesian local environment in the interdisciplinary framework,

To take care of the high standard of university didactics by shaping and developing the research competences of the research workers,

To educate and prepare young research workers for their effective participation in international scientific cooperation, conducting original studies and popularising the knowledge of language and culture.

Strategic aims

- ✓ To promote Opole-based linguistics as a centre of scientific studies, which is recognizable in the country and abroad, one of clearly profiled research orientations and holding at least Category B+,
- ✓ To form a research team of a high scientific potential, dealing with the discipline of *Sciences of culture and religion*,
- ✓ To establish a centre of studies on multimedia and contemporary communication processes (the linguistic-cultural perspective),
- ✓ To recreate the field of Slavic linguistics,
- ✓ To use the position of the University as a European institution of higher education and the cooperation within the FORTHEM Alliance to extend the range and raise the

rank of the conducted studies, as well as to strengthen the internationalisation of the so-called impact.

Key actions

- ✓ Strengthening the scientific potential of linguistics and sciences of culture and religion through running appropriate personnel and publishing policies,
- ✓ Constant raising of the research competences of the workers of the Institute,
- ✓ Establishing interdisciplinary and/or international research teams and stimulating the research workers to engage in the work of external bodies and research projects,
- ✓ Organising domestic and international scientific meetings (congresses, conferences, symposia), and also participation in prestigious events of this type in Poland and abroad.

The most significant characteristics, potentials and achievements

- ✓ The Institute of Linguistics as a centre recognized in Poland and in Europe, well-known for its Opole-based school of stylistics, Opole school of folklore studies, and also for its Silesian studies in language and culture,
- ✓ Highly valued works by the research personnel of the Institute in the field of culture linguistics, including *phrase-matics*, lexicography and onomastics,
- ✓ Strong position of applied linguistics – acquisition of language and lingua-didactics.

7.10. Institute of Medical Sciences

Mission

To conduct – on the world-class level – scientific research and to publish research-development works in the domain of medical sciences, in cooperation with leading centres in the country and abroad, oriented to the needs of the sick, public health, healthcare system and socioeconomic environment.

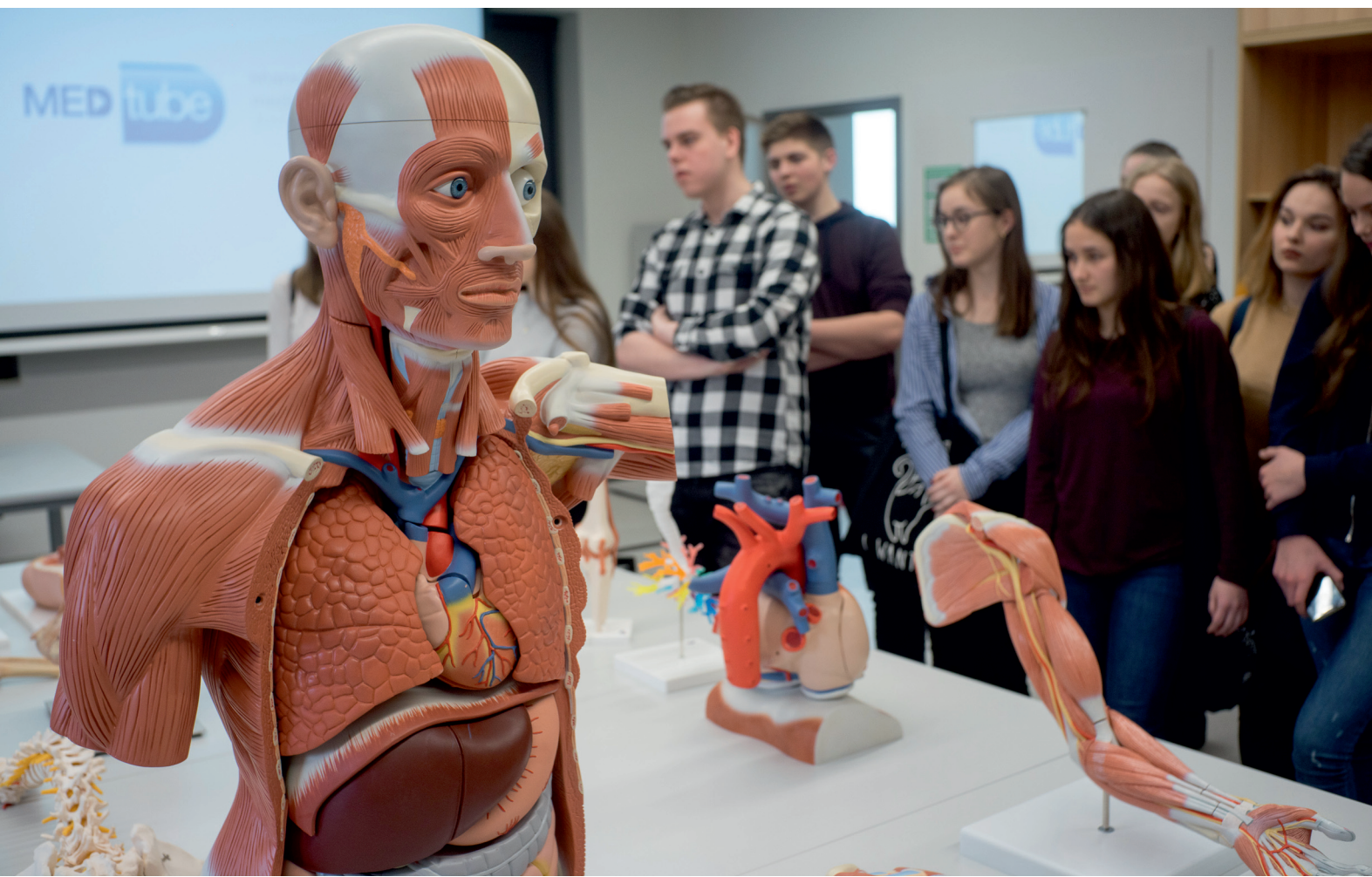
Strategic aims

- ✓ To attain a significant scientific position of the Institute / workers of the Institute in several key areas of medical science,
- ✓ To earn Category B+, at the least, in the discipline of *Medical sciences* in the nearest evaluation procedure and Category A as a result of the subsequent one.

Key actions

- ✓ To expand and strengthen the potential of the personnel by offering positions to outstanding researchers both domestic and foreign ones, acquiring and mastering leaders in the scientific and clinical domains,

- ✓ To provide the best students and young research workers, at the very beginning of their scientific lives, with suitable conditions to carry out research and reach scientific and research independence,
- ✓ Giving special support for crucial and individual research projects of a considerable innovative potential,
- ✓ Identification of leading research teams and developing priority lines of studies,
- ✓ Establishing a consistent system of periodical evaluation with reference to the workers' scientific and research-didactic activities, which will promote both current achievements and actions intended to strengthen the scientific position of the Institute in the long-term perspective,
- ✓ Integration of the scientific environment of the Institute with the scientific surrounding of the University,
- ✓ Development of international cooperation, establishing interdisciplinary scientific consortiums, cooperation with international





cooperation networks in the scope of scientific research,

- ✓ Building and tightening the cooperation with the socioeconomic environment,
- ✓ Promotion of results of the scientific personnel members' research works and meeting the needs (with particular taking account of promotion of young researchers' initiatives) in this respect by, among others, launching an Institute-based scientific journal,
- ✓ Commencing and organising an annual all-Poland, and eventually – international – scientific conference under the auspices of the Institute, dealing with the problem area of medicine and public health,
- ✓ Increasing financial means obtained for conducting research from internal and external sources,
- ✓ Extension of the research-scientific base directed towards clinical research and basic research in the domain of medical sciences,
- ✓ Launching laboratory services for the research-development needs and scientific ones (*core-facility*),
- ✓ Organisational-personnel integration of the Institute with the University Clinical Hospital (UCH), and also scientific-research cooperation in the scope of conducting clinical research with other units of the health-

care system in Opole Region, in Poland and abroad,

- ✓ Launching of the Centre of Research and Innovation in Civilisation Diseases at the UCH in Opole,
- ✓ Complex support for realisation of non-commercial clinical research conducted in cooperation between the workers of the Institute and the UCH in Opole, by establishing the Centre of Support for Clinical Research and joining the European Clinical Research Infrastructure Network (ECRIN), among others,
- ✓ Implementing systems of technical, programming and methodical support for the needs of scientific data analyses,
- ✓ Implementing the system of planning development and financing of scientific-research activity.

The most significant characteristics, potentials and achievements

- ✓ Young and engaged research-scientific team of workers,
- ✓ Active planning and building of the personnel, structures and research-scientific base,
- ✓ Building interdisciplinary research teams within the framework of internal cooperation with other institutes of the University.

7.11. Institute of Literary Studies

Mission

To secure the position of the Institute as an important and recognized actor in the domestic and international network of developing literary studies, disseminating knowledge, promoting culture and public debate.

Strategic aims

- ✓ To earn Category B, at the least, following the nearest evaluation procedure involving scientific units,
- ✓ To target obtaining Category B+ in subsequent procedures which scientific institutions are subject to,
- ✓ Development of the personnel and leading research directions, which translates into the development of the Institute.

Key actions

- ✓ Appropriate personnel policy with reference to research-didactic workers (optimization of the so-called number S, meaning the number of scientific posts at the Institute),

- ✓ Effective and reliable personnel policy, taking into account employment of new, high-impact-scoring workers and also those workers who retire, following their loss of active voting rights due to age (67+),
- ✓ Taking advantage of the possibilities and potential of the Doctoral Studies Centre ("School of Doctors") and the schemes of "Scientific path" (designed for outstanding own graduates) and "The well-thought-over import",
- ✓ Proper publishing policy, coordinated by the Institute authorities, enabling maximisation of the number of points obtained.

The most significant characteristics, potentials and achievements

- ✓ High level of internationalisation of research and international cooperation,
- ✓ A firmly outlined comparatist and regional profile,
- ✓ High language standards of the didactics run by the personnel of the Institute,
- ✓ International post-colonial studies.



7.12. Institute of Political Studies and Administration

Mission

To identify and to scientifically recognise the latest challenges posed by contemporary politics in the state and international dimensions, especially in relations between politics and other social phenomena – economics, culture, religion, governance/management public administration, and also social consciousness,

To popularise scientific knowledge on the phenomenon of politics in the belief that this is in favour of shaping civic consciousness and also perceiving by people a close dependence between what is political and what is social and individual, as well as everyday and private.

Strategic aims

- ✓ To obtain the right to confer the degree of Habilitated Doctor in the discipline of *Political studies and administration*,
- ✓ To earn Category A for the current and future evaluation period with reference to the field of *Political studies and administration*,
- ✓ Strengthening the potential of the team of workers conducting research in the sciences of social communication and the media with the aim to submit this discipline for evaluation, obtaining the right to confer the degree of Doctor and, in consequence, establishing a new institute,
- ✓ Increasing the number of the employed from 42 to 50 workers on the basis of the

course studies dealing with social communication and the media.

Key actions

- ✓ Persuading and convincing all the female and male workers of the Institute that the scientific potential of everyone and each of them, combined with hard work, steady efforts and trust in their own talents, results in having their works published in the best journals and by publishing houses of renown, effective applying for grants and starting cooperation (including sound rivalry) with leading research and scientific centres,
- ✓ Consolidation of the belief that individual success strengthens the whole team, and the formal position of the team contributes greatly to an individual's success.

The most significant characteristics, potentials and achievements

- ✓ Internationalisation of employment, research and education – the domestic background,
- ✓ Research conducted within the region and the frontiers – the international background,
- ✓ Research conducted on a European scale – the international background,
- ✓ Research in the scope of theory of politics, particularly the theory of the political – the domestic background.

7.13. Institute of Management and Quality Studies

Mission

- ✓ *Dies diem docet* – One day teaches another.
- ✓ To undertake a research-oriented effort in the area of interpretation, creation and popularisation of knowledge in the discipline of *Sciences of management and quality*, serving to initiate progress in science, culture and economy,

- ✓ To expand the boundaries of science through providing a multicultural society with knowledge on management and logistics, paying respect to university traditions as well as those of science of economics in the Opole Region,
- ✓ To refer scientific and educational obligations to the most important groups of



shareholders: students and learners, scientific and didactic personnel, local community, representatives of the private, social and public sectors,

- ✓ We are *demanding*, yet also *open* and *fair*.

Strategic aims

- ✓ To improve the scientific position of the Institute within the national and international network of research centres,
- ✓ To raise the attractiveness of the educational offer in the area of management and logistics (run in Polish and in English as the languages of instruction),
- ✓ To introduce in the Institute a system of management via objectives and a system of managing processes.

Key actions

- ✓ Development of cooperation inside the University, in the country and internationally, regarding realisation of research projects as well as raising the level of financing research on the basis of the grant system (the so-called consortium-based grant applications),
- ✓ Increasing the number of independent research workers to the level which enables obtaining the right to confer the degree of Doctor in the discipline of *Sciences of management and quality*,
- ✓ Perfecting the processes connected with the publishing activity of the workers of the Institute,

- ✓ Undertaking new challenges in the sphere of dissemination of knowledge in the field of sciences of management and quality,
- ✓ Securing a high level of educational standard, regarding the substantive side,
- ✓ Increasing the share of the Institute in the market of educating adults,
- ✓ Certification of study courses and education modules,
- ✓ Substantive and organisational support provided to workers in the area of their publishing activity,
- ✓ Preparation of an internal platform for exchange of information on scientific conferences,
- ✓ Striving for improvement in the sphere of servicing research projects.

The most significant characteristics, potentials and achievements

- ✓ Opole School of Logistics – research connected with the place and role of logistics and marketing in management of enterprises, units of the public sector and delivery chains,
- ✓ Opole School of Management – research dealing with productivity of trading agricultural farms in Opole Province, organisational dysfunctions, management in units of the health care system as well as units of higher education,
- ✓ Opole School of Managing Information – research connected with the assessment of quality of information in management.

7.14. Institute of Health Sciences

Mission

To run scientific research and developmental works in the domain of medical sciences and health sciences, in particular, in the discipline of *Health sciences*, and to elaborate their results in preparation for publication or implementation in practice, as well as to educate a new generation of research workers specializing in health sciences.

Strategic aims

- ✓ To obtain scientific Category B+, at the least, following two successive institutional evaluations of the scientific activity of the unit in the discipline of *Health sciences*,
- ✓ To maintain a creative interdisciplinary character of conducted research,
- ✓ To maintain a high number of high-impact-factor publications in journals of international renown,





- ✓ To increase the number of research projects financed from external European and domestic sources,
- ✓ To raise the effectiveness of cooperation with the economic and social environment,
- ✓ To intensify mobility of the research-didactic personnel of the Institute,
- ✓ To raise the visibility of the scientific quarterly *Medical Science Pulse* in the international scientific environment.

Key actions

- ✓ Optimization of the organisational structure of the Institute through division into research teams,
- ✓ Strategic planning of research in the context of evaluation of the scientific activity of the unit in the determined discipline through strengthening the Institute-based mechanisms of control of quality of research works and working out principles of support of publishing activity,
- ✓ Research-oriented cooperation with domestic and foreign centres through organisational and financial supporting of the workers' mobility,
- ✓ Applying for domestic and foreign funds for conducting research work and scientific ac-

tivity through organisational and substantive support obtained for projects realised by the workers of the Institute,

- ✓ Effective internationalisation of presented results of scientific research and developmental works by means of financial and institutional support in the process of popularisation of research results in the international environments, as well as entering the scientific quarterly *Medical Science Pulse* onto the Journal Citation Reports list,
- ✓ Steady development, motivating and mastering the scientific personnel in the domain covered by the activity of the Institute,
- ✓ Complex popularisation of science,

The most significant characteristics, potentials and achievements

- ✓ Interdisciplinary nature of research in the scope of health sciences, understood broadly as knowledge about health and different biochemical processes, connected with the functioning of the human organism, ionization of the human organism, as well as application of this knowledge as identified in research areas directed at solving health-related problems brought on by modern civilisation and improvement in the health of populations over a longer perspective.

7.15. Institute of Pedagogical Sciences

Mission

To conduct socially vital scientific studies of the highest academic quality and to educate students, providing the best standards of instruction and forming their proper ethical engagement on both professional and civic levels.

Strategic aims

- ✓ To obtain the right to confer the scientific degree of Doctor in the discipline of *Pedagogics*,
- ✓ To form research teams realising significant scientific-research projects,
- ✓ To raise the level of internationalisation of studies and education (closer scientific cooperation with institutes in the country and abroad, increasing the workers' and students' share in international exchange),
- ✓ To expand students' social and scientific activity (promoting work and development in scientific circles),
- ✓ To maintain the high standard of educating students in the study courses provided by the Institute,
- ✓ To broaden the institutional cooperation with subjects based in the local and regional environment (students' practice).

Key actions

- ✓ Establishing interdisciplinary research teams,

- ✓ Organisation of methodological and didactic workshops for the personnel,
- ✓ Making and renewing the domestic and foreign partner cooperation,
- ✓ Close cooperation with the educational, cultural and social environment,
- ✓ Developing the academic relation: Master – Disciple, co-creating the path of scientific development of young scientific workers and students on the basis of partner relations,
- ✓ Perfecting programmes of studies and profiling the graduates, taking into account the needs of employers and those of the job market.

The most significant characteristics, potentials and achievements

- ✓ Broad educational offer tailored to the demands of the job market,
- ✓ Positively evaluated by employers the theoretical and practical preparation of students to perform their professional tasks,
- ✓ Highly experienced team of research workers and educators running specialist research and educational activity,
- ✓ International dimension of education and exchange of personnel.





7.16. Institute of Legal Sciences

Mission

- ✓ “We educate leaders. – We set routes. – We share our knowledge.”
- ✓ *We educate leaders.* – The mission of the Institute is to educate specialists – citizens who are ready to take responsibility for the fate of communities in which they will come to function, experts professionally prepared to solve problems in the uncertain, unstable, complex and ambiguous world of the future.
- ✓ *We set routes.* – The Institute conducts studies in the areas of legal sciences which are still not explored enough or are in the process of creation; prepares tools today that are necessary to create and examine the laws of tomorrow.
- ✓ *We share our knowledge.* – The University is not a solitary island, it exists for society and serves society. Therefore the knowledge created at the Institute should be available to all and cooperation with the environment, for the benefit of all, should form the foundation of the activity of the members of the academic community who deal with legal sciences.

Strategic aims

- ✓ To strengthen the research position of the Institute,
- ✓ To increase the international reputation of the Institute,
- ✓ To secure the high standard of academic education of lawyers of the future,
- ✓ To efficiently manage the Institute.

Key actions

- ✓ Increasing the number of publications on SCOPUS/WoS,
- ✓ Extending the range of international exchange,
- ✓ Entering international ranking,
- ✓ Executing a reform of studies and raising the pass rates for legal training (pupillage),
- ✓ Liquidation of the generation gap,
- ✓ Introducing the standardisation of work and OKR (objectives and key results) on the levels of the worker, the chair and the Institute.

The most significant characteristics, potentials and achievements

- ✓ *Professional education in a liberal arts setting,*
- ✓ Collegial atmosphere,
- ✓ Warm and individual approach to the students,
- ✓ The workers of the Institute are researcher-practitioners representing a variety of legal professions and specializations, experts with experience spanning representation in court procedures and legislative works on the international level,
- ✓ Unique, in scale of the country and Europe, research specializations which provide the recognisability of the University on both domestic and international levels,
- ✓ Well-developed cooperation with external shareholders from the BANGO (business, administration, NGOs) sector.

7.17. Institute of Theological Studies

Mission

To cultivate and develop the scientific discipline of *Theological studies*, in compliance with the mission of the University and recommendations contained in the documents of the Holy See, especially in the Apostolic Constitution *Veritatis gaudium* on universities and theological faculties,

To run scientific-research activity in compliance with the principles of the Christian doctrine and morality, respecting the postulate of freedom of scientific inquiry and acknowledging the necessity of synthesis of faith and reason,

To work out Evangelical Hermeneutics which is true and becomes the current socio-cultural and pastoral situation, and which enables a better comprehension of life, the world and people on the basis of truth of faith and

reason, and in consequence – inclusion of the Institute into the broader project of the Church that “comes out”, is conscious not only of the time of transformations, but also of a time of authentic change of epochs, affected by complex “anthropological” and “socio-ecological” crises.

Strategic aims

- ✓ To substantially strengthen the scientific position and recognisability within the country and international network of research centres,
- ✓ To strengthen the standing of the Institute in the group of the highest ranking scientific centres in Poland, which conduct studies in the field of ecumenical theology, theology of religion, intercultural dialogue, Theology and liturgics,



- ✓ To strengthen the existing international scientific cooperation and to embark on searching new foreign partners,
- ✓ To upgrade the scientific personnel capable of co-creating world-class scientific output in the domain of theological studies,
- ✓ To intensify the cooperation with economic and local-government units with the aim to support local and national strategies of socio-cultural, economic and ecological development,
- ✓ To acquire external sources of financing scientific studies.

Key actions

- ✓ Relevant increase in the number of publications in foreign languages in the high-impact domestic and renowned foreign scientific journals, as well as introducing at least one of the five scientific journals edited and published by the Institute into SCOPUS database,
- ✓ Increasing the number of publications in the field of ecumenical theology, theology of religion, intercultural dialogue and liturgics in high-impact scientific journals,
- ✓ Increasing the number of research programmes and publications in the framework of already consolidated scientific-studies cooperation with the Faculty of Catholic Theology of the University of Munster, Faculty of Catholic Theology of the University of Erfurt, Theological Faculty of Vienna University, University of Pecs and initiating new cooperation with other foreign scientific institutes by inviting partners to participate in joint publica-

tions and to co-organise scientific conferences,

- ✓ Organising training courses to master the scholar's workshop, scientific internships and workers' exchange, as well as acquiring and supporting particularly talented young scholars,
- ✓ Intensifying specialist studies in the field of Theo-ecology, aimed at supporting economic initiatives of the ecological character, among others, in the sphere of Renewable Energy Sources, in a close cooperation with Sebastianum Silesiacum Scientific-Research Institute and John Paul II Propter Mundi Creationem Scientific Institute in Kamień Śląski,
- ✓ Establishing the Institute-based schedule of applications for research grants and strengthening the cooperation with units of territorial governments through creating offers of carrying out interdisciplinary studies on the cultural heritage of the region.

The most significant characteristics, potentials and achievements

- ✓ Editing five scientific journals of renown and twelve editing series,
- ✓ Partner-based cooperation with the Faculty of Catholic Theology of the Westphalian Wilhelm University of Munster (FRG), including cyclical symposiums held alternately every two years in Munster and in Opole,
- ✓ Silesian studies relating to the cultural heritage of Silesia, history of the Church in Silesia and the history of sacral art in Silesia,
- ✓ Conducting studies on the ecumenical problem area and integration processes.

7.18. Institute of Psychology

Mission

To respect freedom of science, reliability of knowledge, human dignity and social justice,

To make the Institute of Psychology host a community of workers and students, working and studying for the culturally varied society of the region, country and the world.

Strategic aims

- ✓ To combine science with education on the basis of classical assumptions of the model of Humboldt university,
- ✓ To strengthen the scientific position of the Institute and effectivity of its cooperation with the socioeconomic environment,

- ✓ To educate versatile psychologists, equipped with relevant professional skills and prepared to work in contemporary society,
- ✓ To develop the infrastructure and scientific-didactic personnel, which conditions achievement of expected effects in the sphere of research and education.

Key actions

- ✓ Running a responsible personnel policy, based on evaluation of achievements of the workers and educating young research staff,
- ✓ Pursuing modern didactics, founded on the timeless formula of "Master – Disciple",
- ✓ Developing skills of students with varied cultural capital,
- ✓ Working out priority directions of scientific studies,
- ✓ Intensifying the domestic and international scientific and didactic cooperation (joint

studies, conferences, webinars, exchange of students),

- ✓ Acquisition of financial means from external sources.

The most significant characteristics, potentials and achievements

- ✓ Culture of tolerance, critical reflexion and debates over vital problems of contemporary times,
- ✓ Actions undertaken towards the promotion of a culture of health in local communities,
- ✓ Activity within the area of actions connected with psychology of work and management of human resources,
- ✓ Cooperation with the state and local-government institutions in the scope of psychoprophylaxis of social pathologies,
- ✓ EuroPsy Certificate.

7.19. Institute of Visual Arts

Mission

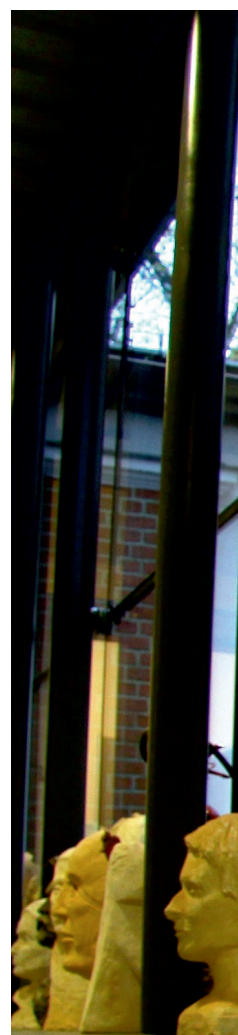
To conduct artistic-scientific activity on a high level and to secure development for scientific and scientific-didactic personnel, and also to shape the artistic environment in the local, national and international scale.

Strategic aims

- ✓ To run artistic activity at the highest standard, in order to obtain Category B+, following the evaluation procedure of the artistic output of the Institute,
- ✓ To earn the status of the discipline of *Visual arts and conservation of works of art* as one of the leading disciplines at the University of Opole,
- ✓ To strengthen the artistic position of the Institute of Visual Arts on both national and international dimensions,
- ✓ To support the scientific-artistic development of the staff of the Institute,
- ✓ To raise the internationalisation of the studies in the discipline of *Visual arts and conservation of works of art*.

Key actions

- ✓ Supporting artistic projects, especially those displayed in venues of a great significance to culture and in reputable scientific and artistic centres in the country and abroad,
- ✓ Supporting studies in the field of arts, brought out by publishing houses of international renown and recognised by the artistic community,
- ✓ Supporting the share of the workers in prestigious contests,
- ✓ Modernising and expanding the research base,
- ✓ Encouraging the workers' of the Institute participation in domestic and international research teams,
- ✓ Supporting research works connected with earning scientific degrees and titles by the workers of the Institute,
- ✓ Organisation of artistic, cultural and scientific events with regional, national and international range,



- ✓ Continuing the active cooperation, with regional, domestic and international range, with external partners to date, as well as acquiring new partners for cooperation, as well as creating and animating artistic and cultural life,
- ✓ Acquisition of domestic and international grants, artistic-scientific projects and programmes,
- ✓ Commercialisation and implementation of results of artistic-scientific studies.

The most significant characteristics, potentials and achievements

- ✓ The interdisciplinary nature of the conducted artistic activity,
- ✓ Integrated team of workers with versatile competences,
- ✓ Combining artistic activity with scientific work,
- ✓ Extensive and profound network of contacts with institutions of culture in the region.





8. Doctoral Studies Centre of the University of Opole

The Doctoral Studies Centre as a new form of educating doctoral students is written into the strategic goals of the University of Opole regarding education in preparation for conducting high-quality research aimed at earning the degree of Doctor and popularising scientific studies, and also scientific cooperation with research centres in the country and abroad.

The Doctoral Studies Centre, in particular:

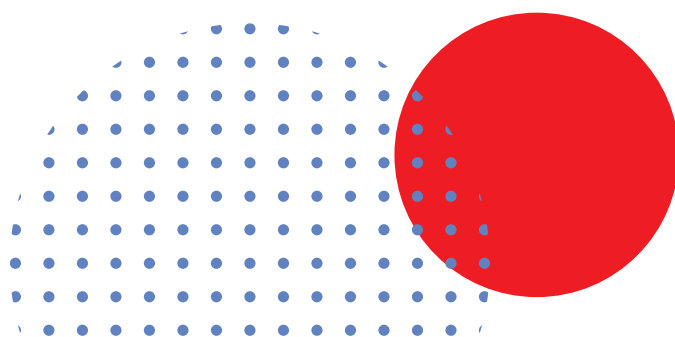
- ✓ creates space for educating and carrying out scientific studies in the scope of humanities, social sciences, exact and natural sciences, and theological studies,
- ✓ runs education with the use of interdisciplinary didactic and scientific potential of the University of Opole,
- ✓ is an example of effective implementation of organisational solutions that enhances the management of interdisciplinary studies as well as the formation of common research areas and teams,
- ✓ supports the scientific development of doctoral students.

The persons who are educated at the Doctoral Studies Centre acquire specialist knowledge in chosen scientific disciplines, are taught research skills and acquire experience indispensable for carrying out independent

scientific research, organisational and didactic activity.

The basic aim of the education at the Doctoral Studies Centre is to prepare the Doctoral dissertation. This process consists of two elements: programme of education and individual research plan. The programme of education at the Doctoral Studies Centre was elaborated on the basis of the following ideas:

- ✓ Service to society,
- ✓ Freedom of educating and freedom of artistic creativity, as well as liberty at initiating and conducting scientific studies useful in the development of the environment,
- ✓ Creation of unique standards of conducted scientific studies,
- ✓ Updating the scientific offer in compliance with the needs of the environment and, especially, those of employers and subjects realising scientific studies,
- ✓ Substantial contribution to the development of culturally-varied communities of the region, the country and the world, through propagation of innovative economy and modern information civic society,
- ✓ Building solid relationships of cooperation, and also scientific and applicative support for public and local-government administration.





9. Administrative support for the development strategy of the University of Opole

9.1. Rector's Administration

The **Rector's Administration** of the University of Opole comprises two units:

- ✓ Rector's Office,
- ✓ Financial Office.

The **basic role of the Rector's Administration** is to perfect the organisation and to support the management of the University.

The **fundamental pillars of the effective activity of the Rector's Office** are the following:

- ✓ Coordination of the operational and representative activity of the Rector's authority, including, among others, running the calendar of activities and current issues to be dealt with by the Rector and Vice-Rectors, administrative servicing of the University Senate, dealing with administration- and office-related issues settled by the Rector and individual Vice-Rectors, securing appropriate circulation of documents (including traditional and electronic correspondence), managing documentation,
- ✓ Coordination of the Rector's cooperation with the other units of the University,
- ✓ The Internal Audit supporting the Rector in realisation of goals and tasks by a system-

atic evaluation of internal control and counselling activities,

- ✓ Securing the protection of classified information and personal data,
- ✓ Granting recommendations and issuing legal opinions,
- ✓ Control of the internal legal acts, including preparation of their content, coordination of issuing letters of attorney and authorizations, administering the internal system of the management of legal acts,
- ✓ Securing the realisation of defence research.

The **Financial Office** is the organisational unit servicing the needs of different organs of the University in the scope of creating a **sustainable and stable financial policy**, serving the realisation of the University of Opole's strategy and taking rational decisions of the economic-financial character. The **basic tasks of the Financial Office** are: elaboration, execution and control of realisation of the material-financial plan of the University, as well as formulation of multifaceted financial information directed to internal addressees.

9.2. Chancellor's Administration

The **most important role of the Chancellor's Administration** is active and professional provision of services helpful in implementing goals defined in the context of individual development policies of the University of Opole,

securing the effective functioning of the University regarding a broadly understood administrative service and also taking care of respecting individual regulations and procedures. Managing human resources within the

area of the Chancellor's Administration ought to be harmonised with the global concept of the University's development, enabling a flexible reaction to the changing needs and expectations of the socioeconomic environment.

Among the fundamental pillars of effective functioning of the Chancellor's Administration in the University, the following must be highlighted:

1) **Efficiency of the Chancellor's Administration**, which covers the following:

- ✓ Rational personnel policy in the sphere of administration, including respecting the retirement age, creating additional managerial positions, satisfying requirements of performing managerial functions, economic analysis of creating new posts,
- ✓ Respecting and perfecting the legal-organisational order in decision-making processes, including support for the so-called basic processes in the University, minimising the amount of discretion, subjectivism, partiality, tendentiousness and one-sidedness,
- ✓ Analysing and monitoring the so-called weak spots of administration (critical points), requiring support in the sphere of perfecting the standard of servicing processes,
- ✓ Development of competences of the administration personnel, including managerial, communication, substantial and IT skills, and also mapping the needs of training,
- ✓ Strengthening the level of information flow and communication, including, primarily, implementation and modernisation of IT tools,
- ✓ Running analyses of risks, including defining risks related to the existing administration processes and their minimising as well as prevention,
- ✓ Running adjustment and rationalisation of areas of individual units of the Chancellor's Administration competences, including the introduction of indispensable changes

within the organisational structure of the University,

- ✓ Introduction of workers' evaluation procedures in the area of the Chancellor's Administration.

2) **Safety and comfort of workers and students**, covering:

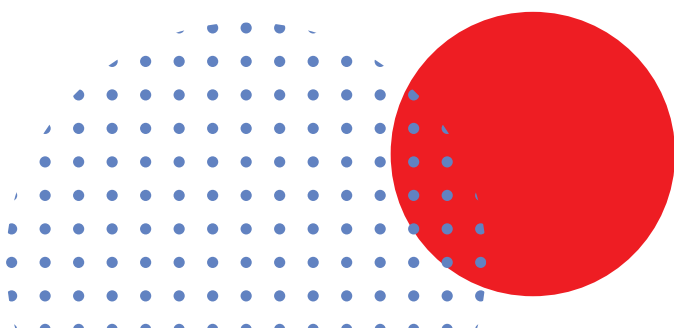
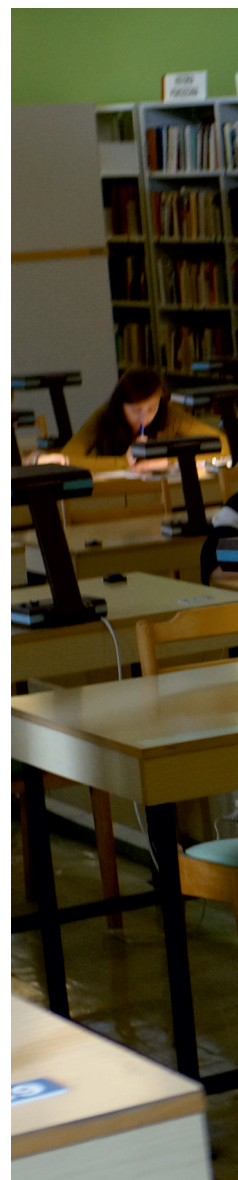
- ✓ Creating safe conditions of working and studying, including those in the sphere of improving the didactic and accommodation bases, as well as the administration/technical one, development of systems of early warning of dangers, modernisation of the monitoring system, etc.,
- ✓ Care for respecting the principles of social order, including the binding standards of behaviours and relationships,
- ✓ Development of intellectual and social activity in the University of Opole.

3) **Implementation of modern technologies**, including:

- ✓ Modernisation of equipment resources,
- ✓ Implementation of modern IT tools, including those enhancing the so-called administrative processing of the University,
- ✓ Rationalisation of the catalogue of IT services.

4) **Creation of a positive image of the University of Opole**, covering:

- ✓ Developing methods and tools of modern marketing of the University, including in particular, instruments of promotion and public relations,
- ✓ Making use of and developing modern information and digital technologies,
- ✓ Active shaping of the content of the University's websites,
- ✓ Informing about the activities and actions taken up in the University in social media,
- ✓ Developing the methods and tools to increase the activity of the academic community in forming a positive image of the University of Opole.



10. The Library of the University of Opole

The mission of the Library of the University of Opole is to provide support for the University in the effective performance of its tasks, such as: conducting scientific research, educating students, and also participation in the exchange of information on both the domestic and international levels, as well as in consortiums that enable access to international scientific resources.

The Library of the University of Opole is the biggest scientific library in the region, entitled –

on the basis of the act on obligatory library copies – to receiving the whole publishing production of the Polish state, with the perspective of establishing international cooperation with European academic libraries, e.g. within the framework of the International Alliance of European Universities FORTHEN and also in the scope of rendering accessible selected collections from the resources of the University of Padua.

The Library is composed on the basis of the System of Scientific Information of the Univer-



sity of Opole and is part of the institutional system of support for the scientific activity in the University. It also plays the function of an all-accessible public library, serving the purpose of popularising the achievements of sciences and culture in society.

Among the strategic goals of the Library for the years 2021–2027 the following can be highlighted:

- ✓ To implement good practices with regard to access to information resources worldwide for the needs of research works and didactic processes in the University of Opole,
- ✓ To support the process of evaluation of disciplines with a competent and full use of technological possibilities and collected data,
- ✓ To develop the broadest possible access to collections, respecting the limitations resulting from acts of copyright and related rights,
- ✓ To establish in the University of Opole the policy of open access to scientific publications and research databases, one that shall bring benefits from extensive cooperation and exchange of knowledge,
- ✓ To consistently develop the University of Opole Platform of Journals as one of the forms of dissemination of results of research works conducted by the workers of the University of Opole,
- ✓ To provide the user with physical space satisfying the criteria of a modern academic library which enables an access to the collections not restricted by architectonic barriers as well as availability of scientific information resources in compliance with the nature of realised research works,
- ✓ To secure suitable space for long-term storage and archiving of printed library materials,
- ✓ To build a team of educators holding relevant competences to educate students in the area of scientific information and running trainings in effective usage of scientific databases,
- ✓ To establish Centre for Personalization of Electronic Identity Cards and Diplomas.

As regards endeavours to achieve the above objectives the following actions are planned:

- ✓ Monitoring the degree of making use of the access to the databases and collections of e-books purchased by the University,
- ✓ Negotiating the best financial conditions of purchase of information sources and library materials,
- ✓ Aggregation of users' suggestions regarding complementing the collections,
- ✓ Control of the substantive and functional validity of the Knowledge Base of the University of Opole,
- ✓ Working out a policy project of an open access to scientific publications and research data,
- ✓ Effective management of the Platform of Electronic Journals of the University of Opole and taking care of its development and functionality,
- ✓ Elaboration of assumptions of and making efforts for building a new library facility meeting the standards of a modern centre of scientific information,
- ✓ Adaptation of a room for the needs of the Library, in accordance with the rules of law regarding the production and storage of public documents,
- ✓ Constant raising of vocational and didactic competences of the Library's personnel,
- ✓ Cyclical conducting of survey-based studies with the aim to monitor users' satisfaction with the services provided by the Library,
- ✓ Establishing and developing the Library's digitalisation room,
- ✓ Purchase of a library drop-box enabling automatic, contactless return of books on loan,
- ✓ Constant modernisation and updating of the Library's website, being a place of access to information about services and collections at the Library's disposal,
- ✓ Active participation in trainings, workshops and scientific conferences in the scope of library sciences and information sciences.

11. The Publishing House of the University of Opole

The mission of the Publishing House of the University of Opole is to support the University in the realisation of its development strategy. The mission of the Publishing House covers three areas:

- ✓ To support scientific workers in popularising and promoting their scientific achievements,
- ✓ To offer support to students through publishing course books and scientific works indispensable in the process of studying,
- ✓ To promote the University of Opole and to care for its image by publishing books in a professional and elaborate way, displaying the highest possible editorial quality.

The Publishing House of the University of Opole prepares scientific publications (monographs, proceedings of scientific conferences, journals), didactic materials (course books, academic books) and information materials (folders, information booklets, occasional publications). In one calendar year the Publishing House brings out over 65 titles.

The editorial quality of the books is appreciated by jurors in contests organised for publishers, which results in the Publishing House of the University of Opole being awarded numerous prizes and distinctions. The awards include, among others: The Award of the Minister of Education and Higher Education,

The Prize for the Best Course Book and Academic Book awarded by the Association of Publishers of Colleges of Higher Education, or distinction with the prize of KLIO of the 2nd degree in the category of scientific monographs.

The Publishing House runs promotion through participation in scientific book fairs (Krakow, Poznań), in the Opole Festival of Science as well as in the Book Festival held in Opole. Twice a year *The Catalogue of the Publishing House of the University of Opole* is published and a list of new publications is regularly inserted in the University's magazine *Index*.

The strategic goal of the Publishing House of the University of Opole concerns the strengthening of its position as a scientific one, and also consolidation of its position in a wider consciousness of the academic and external environments both in the country and abroad.

While endeavouring to achieve the above aim, the Publishing House – apart from traditional books – plans also to publish e-books, introduce a popular-science series, and also to launch cooperation with foreign publishers to be able to jointly bring out works in foreign languages. The Publishing House of the University of Opole plans also to develop sales abroad and to be open to external authors.





12. The University Centre of Transfer of Knowledge and Technology

The mission of the University Centre of Transfer of Knowledge and Technology is to initiate cooperation between the world of science and business and to support the transfer of knowledge and technology. The University Centre of Transfer of Knowledge and Technology is a peculiar operator combining the world of science of the University of Opole with a broadly conceived socioeconomic environment.

Among the strategic goals of the activity of the University Centre of Transfer of Knowledge and Technology the following can be indicated:

- ✓ Supporting cooperation of science and business,
- ✓ Commercialisation of research results and technologies obtained or generated by the academic community of the University of Opole,
- ✓ Supporting innovativeness and raising the competitiveness of companies through the effective combination of science and business.

The University Centre of Transfer of Knowledge and Technology undertakes active and effective actions enabling real cooperation between the scientific community and the socioeconomic environment.

The key tasks of the University Centre of Transfer of Knowledge and Technology include:

- ✓ Assessment of the implementation potential of results of scientific activity (scientific research, developmental works, artistic creativity), conducted by workers, students, participants of post-diploma studies, doctoral students and partners of the University of Opole,
- ✓ Support for researchers interested in the realisation of research-developmental projects and commercial initiatives in searching

for domestic and foreign partners to carry out joint projects, including also the preparation of agreements, contracts, etc.,

- ✓ Effectively fulfilling the processes of commercialisation of research results and technologies,
- ✓ Running an offer base for business and a patent base of the University of Opole,
- ✓ Delineating areas and possibilities for effective cooperation with the socioeconomic environment,
- ✓ Finding solutions for enterprises and investors and purchasers of technologies,
- ✓ Promotion of research results on the website of the Office and in publications of the information-promotion character,
- ✓ Popularisation of science through the organisation of academic lectures, popularisation-directed events and other initiatives,
- ✓ Raising the knowledge of the workers of the University of Opole in the areas of the copyrights and related rights, protection of intellectual property and commercialisation of research results.

The activities of the University Centre of Transfer of Knowledge and Technology contribute to building strategic partnerships and cooperation between the University of Opole and its socioeconomic environment. Proper formation of relationships with business and also with institutions in the business environment creates foundations which help to increase the influence of research and scientific activity conducted by the University of Opole on the functioning of society and economy. The Office takes up active and effective actions, which leads to the efficient transfer of knowledge and technologies, contributing to development of society and creating an economy based on knowledge and innovation.



13. The University Clinical Hospital

The University Clinical Hospital in Opole, in compliance with the accepted status, conducts curative activity which consists in fulfilling didactic and research tasks in connection with the provision of health care services and the promotion of health, including the implementation of new methods of treatment.

The mission of the University Clinical Hospital in Opole is “Not to harm, but act for the benefit of the ill person”. This mission is realised primarily through efforts undertaken:

- ✓ To secure the availability of services provided by health care on the highest level possible,
- ✓ To expand and to modify the range of the health care services and to adapt them to the needs of patients,
- ✓ To constantly and systematically broaden specialist knowledge, to raise professional qualifications and skills of the workers within the area of treatment and care of patients,
- ✓ To improve the conditions of treatment and accommodation of patients,
- ✓ To continuously equip the Clinical Hospital with the state-of-art highest-class medical apparatus and installations which meet the hospital's needs,
- ✓ To steadily improve the working conditions.

The University Clinical Hospital in Opole provides health care services on the stationary and 24-hour basis, including high-profile, specialist and consultative outpatient aid, as well as services in the form of a medical diagnosis and therapeutic rehabilitation.

The clinical hospital participates in providing preventive programmes, promotion of health as well as the running of health programmes.

The activity of the University Clinical Hospital in Opole is directed at health care services provided to patients at their development ages and adults, which covers, among others, the following:

- ✓ multiple-organ surgery,
- ✓ traumatology, maxillofacial surgery and neurosurgery,
- ✓ treatment of cardiovascular diseases,
- ✓ diagnosis and therapy of civilisation, rare and ultra-rare diseases,
- ✓ children's health,
- ✓ intensive care and emergency medical services.

The tasks of the University Clinical Hospital in Opole comprise in particular:

- ✓ Providing stationary and 24-hour health care hospital services and other than hospital ones,
- ✓ Providing outpatient health care services,
- ✓ Running scientific-research activity connected with the implementation of new medical technologies and methods of treatment, participation in realising didactic and research tasks under the auspices of the University of Opole and other colleges of higher education which conduct educational activity in the field of medical sciences in the scope resulting from the valid regulations and agreements drawn,
- ✓ Participation in preparing persons to perform the medical profession and professional mastery of medical personnel, students of medical and nursing study courses,

students of medical schools and other professions in the scope defined in separate contracts and regulations,

- ✓ Participating in clinical research on the basis of relevant agreements concluded in compliance with the legal rules in force,
- ✓ Running activity with the aim to promote prophylaxis and health,
- ✓ Performing consultative functions for other subjects providing health services on the basis of contracts drawn between the interested parties,
- ✓ Realisation of tasks for the defence needs defined in separate regulations.

The University Clinical Hospital in Opole carries out its statutory tasks at sixteen hospital wards, including the Hospital Emergency Ward, a complex of fifteen outpatient clinics, a dialysis station and the following facilities dealing with: rehabilitation, microbiology, imaging diagnostic, laboratory diagnostics, anatomical pathology and forensic medicine. Additionally, the Hospital plays the role of a Trauma Centre and has at its disposal a landing pad designed for rescue helicopters. As far as the system

of securing health services is concerned, the University Clinical Hospital in Opole has been qualified as a Polish state hospital.

Regarding the most important challenges in the years 2021–2027, which are posed to the University Clinical Hospital in Opole, the following should be mentioned:

- ✓ Development of scientific-research and clinical activity based on the Centre of Research and Innovations in Civilisational Diseases – Cardiovascular Diseases and Spinal Diseases being established,
- ✓ Establishing a new object for the multi-profile Centre of Cardiac and Vascular Diseases,
- ✓ Optimisation of conditions of providing health services,
- ✓ Further adaptation of the infrastructure base and that of the hospital to efficiently perform the clinical and didactic functions,
- ✓ Improvement of effectiveness, accessibility and quality of performed health care services,
- ✓ Optimisation of the economic-financial and organisational situations of the hospital.



14. Strategic projects in the development of the University of Opole

14.1. Integrated Programme of Development of the University of Opole

The main goal of the project entitled “Integrated Programme of Development of the University of Opole” is to raise the competences of persons participating in the education process on a higher level, responding to the needs of the economy, the job market and society, with simultaneous support for organisational changes and raising the competences of personnel in the system of academic education and improvement in the accessibility of international educational programmes offered to students of higher education.

There are over 900 participants involved in the project, including: academic teachers, management and administration personnel as well as students.

As part of the project, the following new study courses were launched:

- ✓ *Master of Liberal Arts* – a holistic, interdisciplinary major combining elements of legal and social sciences, and art, addressed to foreigners and run in the English language; offered by the Faculty of Philology,
- ✓ *Public management* – a major of practical profile conducted at the Faculty of Political Sciences and Social Communication, forming a new vocational profile and responding to the demand from offices and public administration.

As part of the project, in cooperation with employers, the educational programme for the major *Renewable energy sources* was also adjusted, taking into account the needs and

requirements of the job market with reference to specialists dealing with the implementation of unconventional technologies or generating energy. Moreover, at the Faculty of Art, classes were organised under the title “To design the world anew”, run by a foreign lecturer.

As part of the project, internship programmes are also fulfilled, which enable students to gain professional competences and to perfect their skills as well as adjusting them to the needs of the job market. The effect of supporting these skills manifests itself in the application of theoretical knowledge in practice, getting acquainted with the job market with reference to the professional group compliant with the individual major of studies and making relevant contacts according to the represented branch. So far over 180 internship agreements have been signed, including majors in such disciplines as Administration, Psychology, Computer science, Management or Landscape architecture, among others,

As part of the project, there were also launched programmes of professional competence development, within the frameworks of which students are offered complex preparation for entering the job market through tasks realised in enterprises as well as the organisation of highly-certified training courses. Moreover, cooperation has been started with a number of companies based in Opole Province. There are over 350 students who have taken part in relevant project tasks up till now.

As part of the project, the University organises trainings or delegates its research-didactic, managerial and administration personnel to participate in trainings adapted to their needs. Such actions are aimed at raising the educational, information- and language-related competences as regards their use in running didactic classes and strengthening those connected with management and administration of the University of Opole, in accordance with contemporary standards and challenges of education and the functioning of the University. 90 trainings have taken place so far, in which over 300 workers of the University of Opole took part.

One of the priorities of the project under the title “Integrated Programme of Development of the University of Opole” is to

implement a complex electronic system in support of management of administration processes realised by the University. This system is expected to enable the introduction of a new model of management at the University of Opole, based on the application of modern technologies and enhancing fast and effective supply of information directed at the needs of planning and control processes on both the strategic and operational levels.

The project is co-financed by the means of the European Social Fund run under the programme “Knowledge – Education – Development 2014–2020”, and its value amounts to PLN 9 196 705.93. According to the assumption, the project will have been concluded by 28 February 2022.

14.2. International Alliance of European Universities FORTHEM

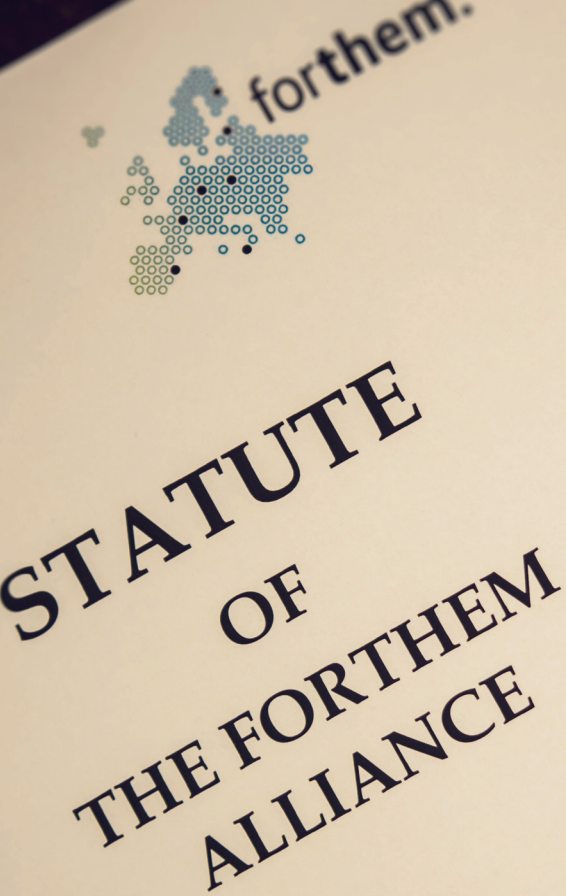
The FORTHEM Alliance was established in response to the European Union's initiative whose aim is to strengthen the multifaceted potential of universities based in European states on the international educational market. The Alliance came to existence upon the initiative put forward by Johann Gutenberg University of Mainz (JGU, Germany), University of Burgundy in Dijon (UB, France) and The University of Opole (UO), which jointly shared the vision of deepening their cooperation to date by expanding it with new areas and new partners. Today the FORTHEM Alliance is formed by seven multidisciplinary public research universities, boasting extensive global and European partnerships and experience in the sphere of academic projects. Its goal is to establish a stable, many-sided and innovative environment of cooperation. Apart from the above-mentioned three founding universities, the Alliance has been joined by The University of Jyväskylä, Finland (JYU), The University of Palermo, Italy (UNIPA), The University of Valencia, Spain (UV) and The Latvian University in Riga (UL, Latvia). The wide ranging project of strategic goals and

tasks of the FORTHEM Alliance was appreciated by the European Commission which, already in the first pilot competition to finance this type of international cooperation granted it the status of European University Alliance.

The active participation of the University of Opole in the FORTHEM Alliance has a strategic importance, since it is connected with the possibility of supporting the development policy of the University of Opole, including the scientific policy, the policy in the scope of didactics and students' matters, as well as the international policy and the strategic goals of the University of Opole, whose assumptions are coherent with those of the Alliance.

The FORTHEM Alliance, designed as a lasting cooperation (not restricted to single temporal projects), has defined three basic directions:

✓ Cooperation in the area of innovative mobility, which is addressed to students, scientific-didactic staff and administration personnel. As far as the cooperation is concerned, the Alliance aims, among others, to inspire mobility connected with the fulfilment of innovatory academic projects, cre-



Uniwersytet Opolski
Signatory: Marek Masnyk
Title: Rector
Date: 25 January 2021
Marek Masnyk
Signature



ate attractive international study courses, exchange of educational and administrative practices, and also to jointly search for solutions to barriers encountered in the co-operation to date, resulting from different national regulations.

- ✓ Scientific cooperation which was initiated by FORTHM international interdisciplinary research labs, groups of researchers from all partner universities, together with students and external experts, around joint research projects. This direction of cooperation is strengthened by the project "FIT FORTHM", financed from the programme Horizon 2020, the major assumptions of which concern, among others, working out a common research-development policy, exchange of the best practices in the sphere of innovations and joint participation in European research programmes.

- ✓ Cooperation in the scope of contacts with external environment of the Universities, whose aim is to create a stable environment of cooperation with external social, economic and regional actors, resulting, among others, in the fulfilment of innovatory civic projects or transfer of technologies.

Carrying out individual tasks in the above-mentioned directions of cooperation is enhanced by the financial perspectives designed for European University alliances through means of the University of Opole, international, national and regional programmes, and also by the institutional structure of the FORTHM Alliance functioning on a stable basis and consisting, among others, of a Steering Committee, Area Commissions and Working Groups, acting on the supranational level, and also FORTHM Offices functioning at each partner university.

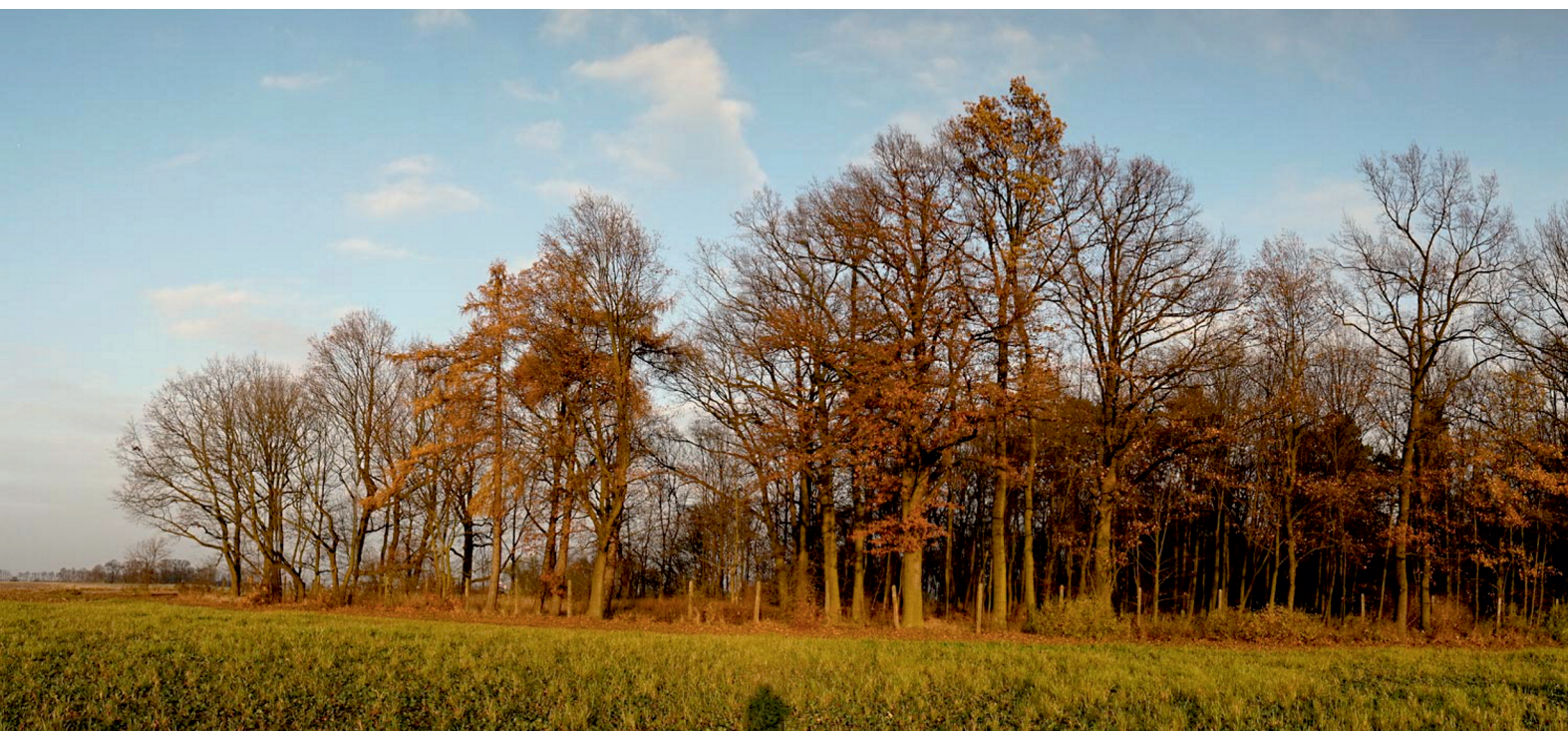
14.3. International Research-Development Centre of the University of Opole for Agriculture and Farming-Food Industry – Revitalization of the Royal Academy of Sciences in Prószków

The most significant feature distinguishing the International Research-Development Centre of the University of Opole for Agriculture and Farming-Food Industry (IRDC) is the commercial character of this enterprise, which was granted support in the form of a subsidy from the Opole Province Office of the Marshal of Opole (as the Institution Managing the Regional Programme for Opole Province 2014–2020) through the means of the European Union up to the amount of c. PLN 30 million, with the value of the project c. PLN 50 million in total.

Thanks to the use of the [scientific-research potential of the Faculty of Natural Sciences and Technology](#) and [the Faculty of Chemistry](#) of the University of Opole and their further directions and commitments towards development, the IRDC will be the continuator of the scientific ideas of the Royal Academy of Sciences in Prószków, being expressed temporarily in one of the key research priorities of [Horizon Europe](#), connected with securing healthy soils in the context of production of healthy food.

The commercial actions of the International Research-Development Centre of the University of Opole for Agriculture and Farming-Food Industry will be founded on a [flexible business model](#), facilitating cooperation between the University of Opole and entrepreneurs and companies, institutions comprised of groupings of farmers and agricultural producers, and also the regional and local governments. This model assumes the direct engagement of an interdisciplinary team of researchers holding high qualifications and boasting recognised scientific output, actively supported by the [University Centre of Transfer of Knowledge and Technology](#). Vital elements of this conception are its openness, owing to which the partners of the University of Opole will co-decide about the range of conducted works, and also flexibility which will be secured by the module system of research procedures.

A specific characteristic of the IRDC will be its [simultaneous functioning in two localities, i.e. in Opole and in Prószków](#), and also its structure which will enable the complementa-



ry co-functioning of the commercial part and that designed for conducting research. The workers of the University of Opole, who took part in the forming of the IRDC, designed the original research infrastructure intended for carrying out substantive activities. In Opole, a modern building housing research laboratories will be established, of the total usable area of 2,580.4 m², equipped with modern laboratory installations. On the other hand, in Prószków, laboratories will be installed covering an area of 200 m², a glasshouse of the area of 50 m² and experimental plots extending over the area of 7 hectares. At the first stage of realisation of the project, with the completion expected in the second quarter of 2022, it is planned to establish ten commercial laboratories and fourteen research ones, which will be equipped with state-of-art apparatus and installations worth nearly PLN 20 million. At the moment of launching the IRDC with its full capacity for running the planned activities, it will be possible to monitor and verify – on the basis of commercial agreements – a variety of processes connected with food production and processing with respect to safety of the environment and consumers.

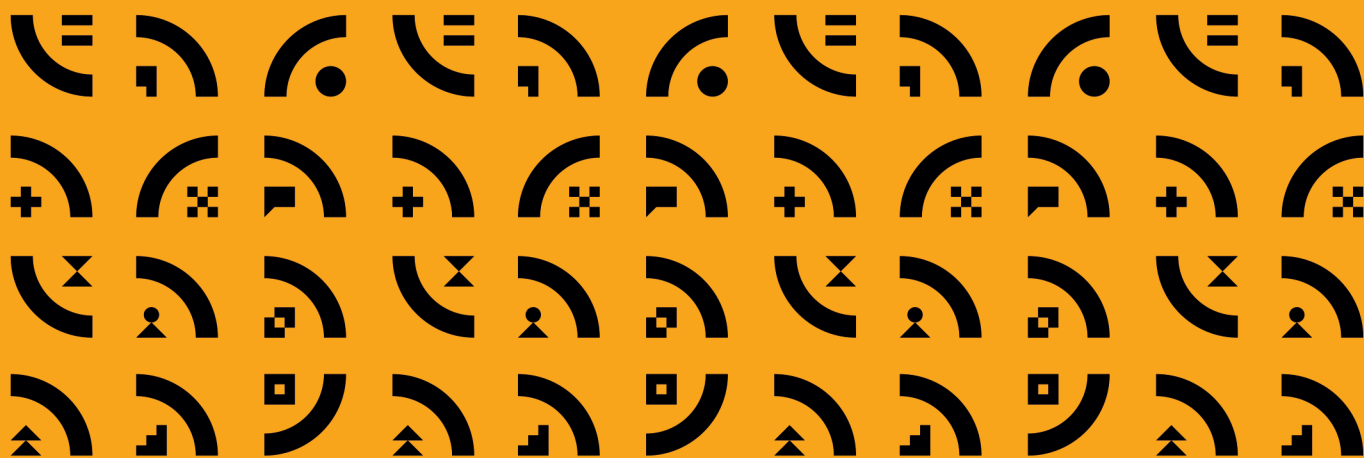
From the point of view of the development strategy of the University of Opole, the IRDC will become [the first isolated unit of the University](#), which – in a realistic manner – will function in its socioeconomic environment, i.e. in regular market conditions. [The basic role of the project is creating a “business platform”](#) that will enable, on the one hand, a real as-

essment of the market of high-specialist services, and – on the other one – verifying the real market value of solutions offered by the interdisciplinary teams of researchers of the University of Opole.

[Among the most significant effects](#) expected to follow after the launch of the International Research-Development Centre of the University of Opole for Agriculture and Farming-Food Industry, one should point to the following:

- ✓ Immediate access of institutional partners of the University to specialist scientific research connected with food production, which will be conducted on the “custom-made and according to needs” basis, which will shorten the time of waiting for results to a considerable extent,
- ✓ Creation of new workplaces at the interface between science and business, designed for both young research workers in the framework of interdisciplinary research teams, and persons raising their vocational qualifications while participating in scientific research,
- ✓ Possibility of realisation of commercial orders of soils and food analyses at successive stages of their processing, regarding the composition and chemical purity,
- ✓ Possibility of realisation of commercial orders relating to ecotoxicological examinations,
- ✓ Carrying out commercial specialist field research in the system of experimental plots,
- ✓ Carrying out commercial training and educational activity on the basis of the laboratory infrastructure and the area of experimental fields.





UNIVERSITY
OF OPOLE



15. Monitoring and evaluation of the process of implementation of the development strategy of the University of Opole

An effective and efficient operationalisation of the development strategy of the University of Opole requires not only its suitable “embedding” in the management model implemented in the University of Opole, but also defining and

putting into operation of other instruments founded in the above-mentioned model of management, which are as follows: (1) management through objectives, (2) management of human resources and (3) management of processes.

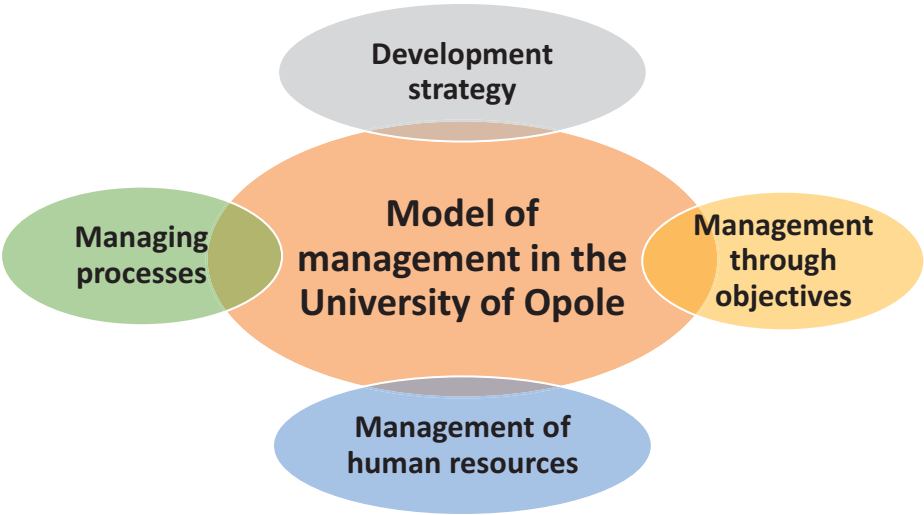


Figure 4. Model of management in the University of Opole and its most significant instruments

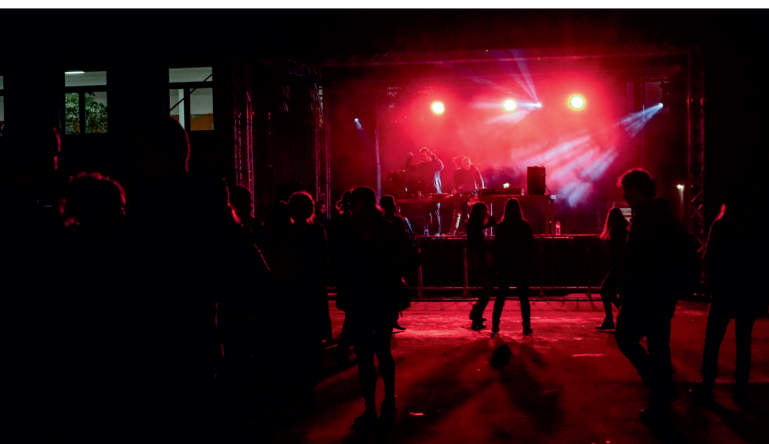
Successive implementation of the above-mentioned instruments, connected with the progressing development and perfecting of the management model in the University of Opole, will allow, among others, constant monitoring and evaluating of the process behind implementation of the development strategy of the University of Opole for the years 2021–2027. As a result of the acceptance of the development strategy of the University of Opole for

the years 2021–2027 it is necessary to elaborate and launch an effective monitoring system and procedures of evaluation of the process. As regards that need, it is planned to apply not only the above-mentioned instruments of management, covering management through goals, managing human resources and management of processes, but also instruments of controlling, including modern systems and information technologies. Effects of the process

of implementation of development strategy of the University of Opole will be communicated on a continuous basis.

The strategic long-term intention connected with the process of implementing the development strategy of the University is the introduction in the University of Opole of the system of management oriented at effects, which covers:

- ✓ Increase in effectiveness of managing finances of the University of Opole;
- ✓ Increase in effectiveness of managing projects in the University of Opole;
- ✓ Increase in effectiveness of managing human resources of the University of Opole;
- ✓ Increase in effectiveness of managing material and non-material resources of the University of Opole.



16. Strategic goals of the University of Opole and key measurements (a synthesis)

Strategic goals	Detailed goals	Key measurements
The first strategic goal: Improvement in the scientific position of the University of Opole in the domestic and international dimension	Obtaining Grade B+, at the least, by the leading scientific/artistic disciplines	Number of scientific/artistic disciplines with Grade A or B+
	Obtaining Grade B, at the least, by the other scientific/artistic disciplines	Number of scientific/artistic disciplines with Grade B
	Development of scientific disciplines designed for evaluation in the future and simultaneous limiting the number of non-evaluated disciplines	Number of new scientific/artistic disciplines which can be subject to evaluation in the future Number of scientific/artistic disciplines to date which will not be subject to evaluation in the future
	Maintaining, and in the long run – increasing, the number of disciplines developed in the University of Opole, which hold the rights to confer the scientific degree of Doctor	Number of disciplines in which the University of Opole holds the right to confer the scientific degree of Doctor
	Maintaining, and in the long run – increasing, the number of disciplines developed in the University of Opole, which hold the rights to confer the scientific degree of Habilitated Doctor	Number of disciplines in which the University of Opole holds the right to confer the scientific degree of Habilitated Doctor
	Raising the number of well-prepared project applications in connection with financing research, science and art from external sources, domestic and international	Number of project applications dealing with financing research, science and art from external domestic and international sources which were: a) prepared and submitted b) successfully evaluated formally c) successfully evaluated substantially d) finally accepted and obtained financing
	Increasing the share and engagement of workers of the University of Opole in works of national and international institutions and organisations dealing with research, science and art	Number of workers of the University of Opole taking part in works of domestic and international bodies and organisations dealing in research, scientific and art
	Building the institutional system of support for scientific activity in the University of Opole	Number of implemented effective processes, procedures and solutions connected with building an institutional system of support of scientific activity in the University of Opole

Strategic goals	Detailed goals	Key measurements
The second strategic goal: Steady development and perfection of the educational offer adapted to students' expectations and requirements of the job market and environment	Strengthening the potential of the didactic personnel of the University of Opole	Number of workers holding highly evaluated competences and experience in the field of didactics
	Improving the educational offer as regards its adjustment to the requirements of the job market and environment	Number of study courses highly evaluated by employers and entrepreneurs, including also those based on graduates' competences
	Development of new, attractive and future-oriented areas of education and study courses	Number of study majors highly evaluated by students and graduates
	Activation of students in the academic life of the University and their engagement in the Students' Self-Government and Students' Scientific Movement	Number of students involved in the works of: a) Students' Self-Government b) scientific circles c) other organisations connected with students' movement and social activity
	Constant perfection of the quality of education	Number of study majors possessing a positive evaluation of the Polish Accreditation Committee and also of other national and European accrediting institutions
The third strategic goal: Achieving the position of a leader in the area of practical educating in the region	Adjustment of the offer in the scope of practical education to the requirements of the job market and environment	Number of study courses of practical profile highly evaluated by employers and entrepreneurs
	Support of the development of didactic personnel of the University of Opole connected with practical education	Number of programmes of support of didactic personnel in the scope of perfecting practical education
	Development of forms of students' social activity connected with practical education	Number of students of majors with practical profile engaged in the works of: a) Students' Self-Government b) scientific circles c) other organisations connected with students' movement and social activity
The fourth strategic goal: Increasing internationalisation of the activity of the University of Opole	Raising the level of internationalisation of scientific research and scientific activity in the scope of artistic creativity	Number of international programmes/projects in the scope of research and science
	Raising the internationalisation of didactics and education	Number of international programmes/projects in the scope of didactics and education
	Increasing the international exchange and mobility of students of the University of Opole	Number of students of the University of Opole participating in international exchange and mobility
	Increasing the international exchange and mobility of workers of the University of Opole	Number of workers of the University of Opole participating in international exchange and mobility
	Increasing the extent of international exchange and mobility of students and workers of other foreign colleges of higher education, who come to the University of Opole	Number of students and workers coming to the University of Opole from foreign colleges of higher education, participating in international exchange and mobility

Strategic goals	Detailed goals	Key measurements
The fifth strategic goal: Building strategic partnership and cooperation between the University of Opole and the environment	Building partnership and cooperation with other Polish and foreign colleges of higher education	Number, intensity and range of influence of programmes/projects in the scope of partnership and cooperation of the University of Opole with other Polish and foreign academic institutions
	Building partnership and cooperation with units of public administration (government and local-government based)	Number, intensity and range of influence of programmes/projects in the scope of partnership and cooperation of the University of Opole with units of public administration (government and of local-government based)
	Building partnership and cooperation with business and institutions of business environment	Number, intensity and range of influence of programmes/projects in the scope of partnership and cooperation of the University of Opole with business and institutions of business environment
	Building partnership and cooperation with non-governmental organisations	Number, intensity and range of influence of programmes/projects in the scope of partnership and cooperation of the University of Opole with non-governmental organisations
	Building partnership and cooperation with institutions of education, culture and sport	Number, intensity and range of influence of programmes/projects in the scope of partnership and cooperation of the University of Opole with institutions of education, culture and sport

