



POLITECHNIKA  
LUBELSKA

*Appendix  
to Resolution No. 5/2026/II  
of the Senate of Lublin University of Technology  
dated 26 February 2026*

# **DEVELOPMENT STRATEGY**

## **OF LUBLIN UNIVERSITY OF TECHNOLOGY FOR 2026-2030**

Lublin, February 2026

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# 1. INTRODUCTION

The Development Strategy of Lublin University of Technology is the University's most important document after the Statute of the University, establishing its long-term policy in all areas of the University's activity. The document defines the directions of development for the next five years and is based on the Development Strategy of Lublin University of Technology for 2021–2028, adopted in 2021. Lublin University of Technology intends to continue and further develop the initiatives undertaken to date and to adapt its educational offer to the changing needs of the labour market and global trends.

The decision to commence work on updating the document resulted from a comprehensive analysis of the implementation of the strategic objectives during the period 2021–2025. The mid-term evaluation demonstrated the need to update the strategic indicators so that they would reflect the new challenges facing the University, including ongoing digitalisation and the dynamic changes that have taken place in the socio-economic environment in recent years. The SWOT analysis was re-evaluated in order to identify the key internal and external areas affecting the University's operation. Subsequently, consultations were held among the employees of Lublin University of Technology. A Strategy Update Survey of Lublin University of Technology was prepared and distributed to the University's management staff. The respondents assigned weights to individual strategic areas. On the basis of the survey results, taking into account the average values and standard deviations of the assigned weights for individual areas, the University's strengths and weaknesses, as well as its opportunities and threats, were updated and redefined. These constituted the basis for the updated SWOT analysis of Lublin University of Technology.

The updated Development Strategy will enable the University to adapt its activities more effectively to dynamic changes while ensuring the continuation of the process of improving the quality of education and conducting research.

The implementation of the Development Strategy should be subject to continuous monitoring, and the degree of achievement of the strategic objectives should be evaluated on an annual basis.

By defining the University's vision, the Development Strategy of Lublin University of Technology establishes, on the one hand, the target model, that is, the state towards which the University is striving, and, on the other hand, determines the directions of the activities carried out at present and to be undertaken in the future that will bring the University closer to achieving that target model. All projects and activities initiated by Lublin University of Technology following the approval of the Development Strategy for 2026–2030 should be consistent with the strategic objectives in all eight areas of the University's operation.

By defining a clear vision for the future, the Development Strategy of Lublin University of Technology establishes both the desired future state towards which the University is striving and the directions of the activities undertaken now and in the years ahead to achieve that vision. All initiatives and activities launched by Lublin University of Technology following the adoption of the Development Strategy for 2026–2030 should be consistent with the strategic objectives defined for each of the University's eight strategic areas.

## **2. SWOT ANALYSIS OF LUBLIN UNIVERSITY OF TECHNOLOGY**

### **2.1. Strengths and Weaknesses of Lublin University of Technology**

#### **Strengths of Lublin University of Technology**

1. Recognition of the University's brand within the region.
2. High level of knowledge and competencies of the University's staff.
3. High level of research and publication activity of the staff.
4. High-quality research and architectural infrastructure of the University.
5. High level of innovation in research and solutions developed at Lublin University of Technology compared with other universities in Poland.
6. Continuous updating of the educational offer in response to labour market needs.

#### **Weaknesses of Lublin University of Technology**

7. Low level of cooperation with the business sector and low effectiveness of the commercialisation of research results.
8. Insufficient representation of the University in advisory and decision-making bodies at both regional and national levels.
9. Low efficiency of administrative processes, a high level of bureaucracy, and insufficiently effective procedures supporting the University's operation.
10. Insufficient promotional activities in the field of internationalisation.

## **2.2. Opportunities and Threats of Lublin University of Technology**

### **Opportunities for Lublin University of Technology**

- 11. Growing demand for specialists in the field of technical sciences.
- 12. Positive image of the city of Lublin as an academic centre.
- 13. Favourable attitude of the regional authorities towards the University.
- 14. Favourable attitude of regional business entities towards cooperation with the University.

### **Threats Facing Lublin University of Technology**

- 15. Insufficient external funding for maintenance and development.
- 16. Low level of knowledge and skills among young people in science subjects.
- 17. Insufficient remuneration in higher education.
- 18. Low level of legislative and financial stability.
- 19. Adverse demographic changes.
- 20. High risk of cyberattacks.
- 21. Unstable geopolitical situation.

## **3. VALUES, MISSION AND VISION OF LUBLIN UNIVERSITY OF TECHNOLOGY**

### **3.1. University Values**

Lublin University of Technology is the heir to the universal values of the university tradition. Its primary mission is to educate students to become competent professionals as well as enlightened and responsible citizens. Ensuring the highest standards of teaching and research constitutes the University's fundamental contribution to society.

As an academic community, we uphold the following fundamental values: patriotism and humanism, respect for and pursuit of truth, freedom of speech, human solidarity, ethical principles, academic traditions, the freedom of research and teaching, cultural heritage, and the principles of equality and non-discrimination.

Our objective is to provide students not only with knowledge and practical skills, but also to foster creativity, responsibility and civic engagement. We consistently support research integrating fundamental and applied sciences for the benefit of academic staff development, the economy and national culture.

The University strengthens its role as a centre supporting industry and the engineering community through technology transfer and consultancy, serving as a regional hub for education and innovation. We are a unique community of academic teachers, students and professional staff united by respect for the common good.

We actively support student and doctoral self-government and maintain close ties with other universities in Lublin, jointly creating an internationally recognised academic centre. All our educational and research activities are aimed at the comprehensive development of the individual and the prosperity of society.

### **3.2. University Mission**

The mission of Lublin University of Technology is to provide high-quality education and research while supporting the development of its students and staff. The University creates an environment conducive to acquiring knowledge and competencies and to fostering responsibility together with respect for values and academic traditions.

The University's mission also includes conducting innovative research, maintaining close cooperation with the socio-economic environment, supporting the development of the region and the country, and strengthening its international standing.

### **3.3. Vision of the University's Development**

Lublin University of Technology aspires to be a University that:

- develops and fully utilises its scientific, research, educational and training potential, infrastructure and human resources;
- efficiently conducts research and commercialises its results;
- has an organisational structure optimally aligned with its tasks;
- operates a fully integrated IT system supporting management across all areas of activity;
- has a professional and efficient administration.



## 4. STRATEGIC DEVELOPMENT AREAS OF LUBLIN UNIVERSITY OF TECHNOLOGY

The designated strategic areas constitute the key fields of activity of Lublin University of Technology, the development of which is essential for the fulfilment of the University's mission and vision. Each strategic area defines priority directions for action in response to the challenges and needs identified through the SWOT analysis, internal consultations and the mid-term evaluation of the previous Development Strategy.

The development of the individual strategic areas is interrelated and requires a coherent approach on the part of the entire academic community. The implementation of objectives within each area will be monitored using updated strategic indicators, enabling the assessment of effectiveness and the adoption of any necessary corrective measures.

| UNIVERSITY STRATEGIC AREAS |                                                                                                                                                                                                                                  |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. RESEARCH                | Research<br>Research Collaboration<br>Commercialisation of Research Results<br>Research Funding                                                                                                                                  |
| 2. EDUCATION               | Education of Students and Doctoral Candidates<br>Quality of Education<br>Lifelong Learning<br>International Cooperation in Education<br>Competitiveness in the Higher Education Market<br>Student Activities<br>Alumni Relations |

|                                                           |                                                                                                                                                                                                                               |
|-----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>3. COOPERATION WITH THE SOCIO-ECONOMIC ENVIRONMENT</b> | Cooperation (with local government authorities and public administration, business organisations and employers, secondary schools, other universities and research institutions)<br>University Promotion                      |
| <b>4. UNIVERSITY ACADEMIC COMMUNITY</b>                   | Human Resources<br>Staff Motivation and Performance Evaluation Systems<br>Working Conditions<br>Student and Doctoral Candidate Potential<br>Living Conditions of Students and Doctoral Candidates                             |
| <b>5. FINANCE</b>                                         | Sources of University Funding<br>Budgeting and Controlling System<br>Funding of Development Projects<br>Cost Analysis of Research and Education                                                                               |
| <b>6. INFRASTRUCTURE</b>                                  | Campus Facilities<br>Construction, Expansion and Modernisation of Facilities<br>Research and Teaching Infrastructure; Equipment Investments<br>Use of Research and Teaching Infrastructure<br>Library Resources and Their Use |
| <b>7. MANAGEMENT</b>                                      | University Management System<br>Planning System<br>Digital Information Systems                                                                                                                                                |
| <b>8. DIGITALISATION</b>                                  | Digital Transformation of Academic and Administrative Processes<br>Development of Modern Educational Tools<br>Support for Research through Digital Technologies<br>Development of the University's Digital Ecosystem          |

## **5. STRATEGIC OBJECTIVES OF LUBLIN UNIVERSITY OF TECHNOLOGY**

### **AREA 1. RESEARCH**

Enhancing the quality of publications produced by academic staff and doctoral candidates, fostering interdisciplinary research, ensuring stable research funding, increasing the commercialisation of research results, and strengthening the internationalisation of research activities and scientific publications.

### **AREA 2. EDUCATION**

Enhancing the quality of education, increasing the internationalisation of the educational process, expanding and continuously adapting the educational offer to labour market needs, fostering student and doctoral activity, and ensuring a balanced distribution of the University's teaching potential across its faculties.

### **AREA 3. COOPERATION WITH THE SOCIO-ECONOMIC ENVIRONMENT**

Expanding cooperation with external stakeholders and strengthening the University's positive reputation at the national and international levels.

### **AREA 4. THE UNIVERSITY ACADEMIC COMMUNITY**

Optimising the University's human resources potential and the number of students at individual levels of study, while fostering student and doctoral activity and self-governance.

### **AREA 5. FINANCE**

Maintaining a balanced cost structure through the implementation of budgeting and controlling systems for organisational units, while ensuring an appropriate level and structure of individual revenue streams.

**AREA 6. INFRASTRUCTURE**

Modernising and developing the University's research infrastructure.

**AREA 7. MANAGEMENT**

Improving the University's management system through the implementation of standardised procedures, the integration of IT systems, and the enhancement of the planning system.

**AREA 8. DIGITALISATION**

Developing the University's IT infrastructure to improve institutional management, support research activities, enhance the quality of education and the experience of the academic community, while ensuring the security of ICT systems.

## 6. INDICATORS FOR THE IMPLEMENTATION OF THE STRATEGIC OBJECTIVES OF LUBLIN UNIVERSITY OF TECHNOLOGY

### 6.1. Research

| No. | Measurement area / measurement criterion                           | Indicator                                                                   | Indicator formula                                                | Unit                  | Target       | Reporting unit                         | Responsible person       | Remarks                                                   |
|-----|--------------------------------------------------------------------|-----------------------------------------------------------------------------|------------------------------------------------------------------|-----------------------|--------------|----------------------------------------|--------------------------|-----------------------------------------------------------|
| 1.  | Evaluation of scientific disciplines                               | ED – evaluation of scientific disciplines                                   | Evaluated scientific disciplines awarded category A or A+        | Number of disciplines | > 4          | Office of the Vice-Rector for Research | Vice-Rector for Research |                                                           |
|     |                                                                    |                                                                             | Scientific disciplines at the University awarded category B or C | Number of disciplines | 0            |                                        |                          |                                                           |
| 2.  | Research and publication activity of staff and doctoral candidates | PP1 Evaluation of the research performance of staff and doctoral candidates | Number of scientific publications awarded 140 points or more     | Number/year           | $\geq 0,6 N$ | Bibliometric Analysis Centre           | Vice-Rector for Research | N – number of staff conducting research in the discipline |
|     |                                                                    | PP1.200 Evaluation of the research performance of staff                     | Number of scientific publications awarded 200 points             | Number/year           | $\geq 0,2 N$ | Bibliometric Analysis Centre           | Vice-Rector for Research | X – applies to each                                       |

|  |                                                                           |                                                                      |             |              |                              |                          |                                                                  |
|--|---------------------------------------------------------------------------|----------------------------------------------------------------------|-------------|--------------|------------------------------|--------------------------|------------------------------------------------------------------|
|  | PP1.200.X Evaluation of the research performance of staff in discipline X | Number of scientific publications awarded 200 points in discipline X | Number/year | $\geq 0,2 N$ | Bibliometric Analysis Centre | Vice-Rector for Research | evaluated discipline (IM, AEEITK, ITiT, AiU, ILGiT, IŚGiE, NZiJ) |
|  | PP1.140 Evaluation of the research performance of staff                   | Number of scientific publications awarded 140 points                 | Number/year | $\geq 0,4 N$ | Bibliometric Analysis Centre | Vice-Rector for Research |                                                                  |

### INDICATORS FOR THE IMPLEMENTATION OF THE STRATEGIC OBJECTIVES – RESEARCH

| Indicator                                                                          | Measurement criterion                                                   | Unit        | Target              | Reporting unit                           | Responsible person       |
|------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-------------|---------------------|------------------------------------------|--------------------------|
| <b>PP1.140.X – Evaluation of the research performance of staff in discipline X</b> | Number of scientific publications awarded 140 points in discipline X    | Number/year | $\geq 0.4 N$        | Bibliometric Analysis Centre             | Vice-Rector for Research |
| <b>PP2 – Evaluation of the scientific performance of staff</b>                     | Number of staff in the discipline holding categories A+, A, B+, B and C | Number/year | $<0.1 N (B); 0 (C)$ | Chairs of Scientific Discipline Councils | Vice-Rector for Research |

|                                                                |                                                                                                 |             |                                 |                          |                          |
|----------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-------------|---------------------------------|--------------------------|--------------------------|
| <b>PP3 – Evaluation of the scientific performance of staff</b> | Staff assessment:<br>(staff included in N in groups B and C / total academic staff) ×100        | %           | Informational indicator for PP2 | Vice-Rector for Research |                          |
| <b>PP3.X – Evaluation in discipline X</b>                      | Same indicator for discipline X                                                                 | %           | Informational indicator for PP2 | Vice-Rector for Research | Vice-Rector for Research |
| <b>AP – Project activity</b>                                   | Number of applications submitted to external calls for funding of research projects             | Number/year | Informational indicator         | Vice-Rector for Research | Vice-Rector for Research |
| <b>AP.X – Project activity in discipline X</b>                 | Number of applications submitted to external calls for research project funding in discipline X | Number/year |                                 | Vice-Rector for Research | Vice-Rector for Research |

| No. | Measurement area / measurement criterion  | Indicator                                                                               | Indicator formula                                                                                        | Unit | Target                                     | Reporting unit                               | Responsible person       | Remarks                                                                                                                                                         |
|-----|-------------------------------------------|-----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|------|--------------------------------------------|----------------------------------------------|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                                           | EP Project Performance of Academic Staff                                                | Number of successful applications relative to the total number of applications submitted                 | %    | Informational indicator for monitoring PP2 | Vice-Rector for Research                     | Vice-Rector for Research |                                                                                                                                                                 |
|     |                                           | EP.X Project Performance of Academic Staff in Discipline X                              | Number of successful applications relative to the total number of applications submitted in discipline X | %    | Informational indicator for monitoring PP2 | Vice-Rector for Research                     | Vice-Rector for Research |                                                                                                                                                                 |
| 3.  | Development of Interdisciplinary Research | RI1 Share of interdisciplinary publications in the publication output of academic staff | (number of interdisciplinary publications / total number of publications) 100%                           | %    | > 10                                       | Chairs of the Scientific Discipline Councils | Vice-Rector for Research | Interdisciplinary publications are understood as publications co-authored by at least two academic staff members representing different scientific disciplines. |
|     |                                           | RI2 Share of interdisciplinary publications in the publication output of academic staff | (total score of interdisciplinary publications / total publication score) 100%                           | %    | > 10                                       |                                              |                          |                                                                                                                                                                 |
|     |                                           | RI3 Implementation of Interdisciplinary Research Projects                               | number of interdisciplinary research projects                                                            | No.  | Informational indicator                    |                                              |                          |                                                                                                                                                                 |



|    |                                |                                                              |                                                                                                                                                                 |            |                         |                              |                          |                                                                                                                                                                                                        |
|----|--------------------------------|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-------------------------|------------------------------|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                                | RI4 share of interdisciplinary projects in all projects      | (number of interdisciplinary projects / total number of projects) 100%                                                                                          | %          | Informational indicator |                              |                          | Project interdisciplinaryity: according to records in the POL-on database                                                                                                                              |
| 4. | Funding of Scientific Research | FB1 Cost-effectiveness of Publications in a Given Discipline | Average cost per publication point in a given discipline                                                                                                        | PLN/point  | Informational indicator | Bibliometric Analysis Centre | Vice-Rector for Research | FB1: Direct publication costs excluding other related costs (translations, research, etc.)<br>FB2: The cost of research processes is calculated as the sum of: FD + FJ + grants from research projects |
|    |                                | FB2 Cost-effectiveness of research in the discipline         | Total cost of research processes in the discipline / number of research staff and research-and-teaching staff taking into account their share in the discipline | PLN/person | Informational indicator | Vice-Rector for Research     | Vice-Rector for Research |                                                                                                                                                                                                        |
|    |                                | FB3 Amount of the subsidy allocated to scientific research   | Value of the subsidy allocated to scientific research in a given year                                                                                           | PLN/year   | Informational indicator | Finance Office               | Bursar                   |                                                                                                                                                                                                        |
|    |                                | FB4 Funds obtained through research projects                 | Value of funds obtained from research projects in a given year                                                                                                  | PLN/year   | Informational indicator | Finance Office               | Bursar                   |                                                                                                                                                                                                        |
| 5. |                                | KB1 Inventive Activity                                       | Number of patent applications                                                                                                                                   | No./year   | Informational indicator | Patent Attorneys Team        | Rector                   |                                                                                                                                                                                                        |

|    |                                       |                                                                            |                                                                                                                                |          |                         |                              |                          |                                                                                                                                                                                  |
|----|---------------------------------------|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------|------------------------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | Commercialisation of Research Results |                                                                            | in a given year<br>(University and disciplines)                                                                                |          |                         |                              |                          |                                                                                                                                                                                  |
|    |                                       |                                                                            | Number of patents granted in a given year<br>(University and disciplines)                                                      | No./year | Informational indicator | Patent Attorneys Team        | Rector                   |                                                                                                                                                                                  |
|    |                                       |                                                                            | Number of utility model applications in a given year<br>(University and disciplines)                                           | No./year | Informational indicator | Patent Attorneys Team        | Rector                   |                                                                                                                                                                                  |
|    |                                       |                                                                            | Number of Utility Models Granted in a Given Year<br>(University and Individual Scientific Disciplines)                         | No./year | Informational indicator | Patent Attorneys Team        | Rector                   |                                                                                                                                                                                  |
|    |                                       | KB2 Revenue from the Commercialisation of Research Results                 | Revenue generated from licence agreements, sales, leasing and the provision of research services in a given year               | PLN/year | Informational indicator | Finance Office               | Bursar                   |                                                                                                                                                                                  |
| 6. | Internationalisation of Publications  | UP1 Quality of Publications Co-authored by Researchers from Outside Poland | (Total publication points awarded for international publications / total publication points awarded for all publications) 100% | %        | ≥ 10                    | Bibliometric Analysis Centre | Vice-Rector for Research | For the purposes of this indicator, an international publication means a publication co-authored by at least one researcher affiliated with a foreign institution (institutional |

|           |                                  |                                                  |                                                                                         |   |                         |                                              |                          |                                                                                                                                                                            |
|-----------|----------------------------------|--------------------------------------------------|-----------------------------------------------------------------------------------------|---|-------------------------|----------------------------------------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|           |                                  |                                                  |                                                                                         |   |                         |                                              |                          | affiliation is decisive).                                                                                                                                                  |
| <b>7.</b> | Internationalisation of Research | UB1<br>Internationalisation of Research Projects | (Number of international research projects / total number of research projects)<br>100% | % | Informational indicator | Chairs of the Scientific Discipline Councils | Vice-Rector for Research | For the purposes of this indicator, an international project means a project involving at least one participant or institution established outside the Republic of Poland. |

## 6.2. Education

| No. | Measurement Area / Assessment Criterion | Indicator Name                                                          | Indicator Formula                                                                                                                                       | Unit          | Target Value            | Reporting Unit        | Person Responsible for Implementation | Remarks |
|-----|-----------------------------------------|-------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------------------------|-----------------------|---------------------------------------|---------|
| 1.  | Attractiveness of the Educational Offer | OK1 Attractiveness of Degree Programmes                                 | (Number of applicants for a given degree programme / total number of applicants to the Faculty) $\times$ 100%                                           | %             | Informational indicator | Admissions Committees | Dean of the Faculty                   |         |
|     |                                         | OK2 Attractiveness of the Degree Programme Portfolio                    | (Number of new degree programmes or programmes updated by a Senate resolution / total number of degree programmes offered by the Faculty) $\times$ 100% | %             | Informational indicator | Dean of the Faculty   | Dean of the Faculty                   |         |
|     |                                         | OK3 Degree Programmes Offered in a Foreign Language                     | Number of degree programmes/specialisations taught in a foreign language per Faculty                                                                    | No. / Faculty | $\geq 1$                | Dean of the Faculty   | Dean of the Faculty                   |         |
|     |                                         | OK4 Students Enrolled in Degree Programmes Taught in a Foreign Language | (Number of students enrolled in programmes taught in a foreign language / total number of students) $\times$ 100%                                       | %             | Informational indicator | Dean of the Faculty   | Dean of the Faculty                   |         |

|    |                                                           |                                             |                                                                                                                                                          |                                                                     |                         |                                 |                                 |  |
|----|-----------------------------------------------------------|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-------------------------|---------------------------------|---------------------------------|--|
| 2. | Balancing Teaching Capacity Across Individual Faculties   | PD1 Availability of Academic Staff          | Number of students / number of academic staff<br><br>(University and Faculties)                                                                          | Number of students per academic staff member                        | 12-14                   | Education Office                | Vice-Rector for Student Affairs |  |
|    |                                                           | PD2 Overtime Teaching Load                  | Average number of overtime teaching hours per academic staff member by Faculty                                                                           | (Number of overtime teaching hours / statutory teaching load) *100% | ≤ 50%                   | Education Office                | Vice-Rector for Student Affairs |  |
|    |                                                           | PD3 Outsourcing of Teaching                 | (Number of teaching hours delivered under civil-law contracts / total teaching hours delivered by academic staff) 100%<br><br>(University and Faculties) | %                                                                   | < 10                    | Education Office                | Vice-Rector for Student Affairs |  |
| 3. | University Competitiveness in the Higher Education Market | KO1 Attractiveness of the Educational Offer | Number of applicants per place                                                                                                                           | persons/place                                                       | Informational indicator | University Admissions Committee | Vice-Rector for Student Affairs |  |

|    |                                                 |                                                                                               |                                                                                                                        |         |                         |                                    |                                 |                                                                                                                                                                                                                                                            |
|----|-------------------------------------------------|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|---------|-------------------------|------------------------------------|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4. | Internationalisation of the Educational Process | UK1 Level of Internationalisation of Students and Doctoral Candidates                         | (Number of foreign students and doctoral candidates / total number of students and doctoral candidates) × 100%<br>100% | %       | > 10                    | Education Office                   | Vice-Rector for Student Affairs | Indicator UK2 should also be taken into account and calculated separately.                                                                                                                                                                                 |
|    |                                                 | UK2 Level of Internationalisation of the Educational Process for Students/Doctoral Candidates | Number of visiting professors delivering classes                                                                       | persons | > 40                    | Education Office                   | Vice-Rector for Student Affairs | by individual faculties<br><br>Visiting professor: a professor who is not a Polish citizen, employed by Lublin University of Technology under a Polish contract of mandate (umowa zlecenia) delivering at least 60 teaching hours during an academic year. |
|    |                                                 | UK3 Country of Citizenship Diversity Index                                                    | Number of countries of citizenship represented by at least three students                                              | No.     | Informational indicator | Office for International Education | Vice-Rector for Student Affairs |                                                                                                                                                                                                                                                            |
|    |                                                 | UK4a Student Mobility Rate                                                                    | (Number of outgoing students / total number of students) × 100%                                                        | %       | ≥ 5                     | Office for International Education | Vice-Rector for Student Affairs |                                                                                                                                                                                                                                                            |
|    |                                                 | UK4b Student Mobility Rate                                                                    | (Number of incoming students / total number of students) × 100%                                                        | %       | ≥ 5                     | Office for International Education | Vice-Rector for Student Affairs |                                                                                                                                                                                                                                                            |

|    |                                      |                                                      |                                                                                                                              |     |                         |                                                 |                                 |  |
|----|--------------------------------------|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|-----|-------------------------|-------------------------------------------------|---------------------------------|--|
|    |                                      | UK5a Academic Staff Mobility Rate                    | (Number of outgoing academic staff, excluding staff employed as visiting professors / total number of academic staff) × 100% | %   | ≥ 5                     | Office for International Education              | Vice-Rector for Student Affairs |  |
|    |                                      | UK5b Academic Staff Mobility Rate                    | (Number of incoming academic staff members, excluding visiting professors / total number of academic staff) × 100%           | %   | ≥ 5                     | Office for International Education              | Vice-Rector for Student Affairs |  |
|    |                                      | UM1 Level of Research Mobility and Academic Exchange | Number of research visits to institutions abroad lasting more than two weeks                                                 | No. | Informational indicator | Research Office                                 | Vice-Rector for Research        |  |
| 5. | Student Activity and Self-Governance | AS1 Operation of Student Research Clubs              | (Number of students participating in student research clubs / total number of students in the Faculty) × 100%                | %   | Informational indicator | Dean of the Faculty                             | Dean of the Faculty             |  |
|    |                                      | AS2 Funding of Student Research Clubs                | Financial resources allocated to student research clubs                                                                      | PLN | Informational indicator | Division of the Vice-Rector for Student Affairs | Vice-Rector for Student Affairs |  |

|           |                                                         |                                                                        |                                                                                                                                                                |                            |                            |                                                      |                                 |  |
|-----------|---------------------------------------------------------|------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|----------------------------|------------------------------------------------------|---------------------------------|--|
|           |                                                         | AS3 Activity of Student Research Clubs                                 | Number of events recorded by individual student research clubs per Faculty                                                                                     | No.                        | $\geq 1$ per research club | Dean of the Faculty                                  | Dean of the Faculty             |  |
|           |                                                         | AS4 Student Sports and Cultural Activity                               | Number of active sports sections and cultural groups                                                                                                           | No.                        | $> 20$                     | Vice-Rector for Student Affairs                      | Vice-Rector for Student Affairs |  |
| <b>6.</b> | <b>6. Enhancement of Education Quality</b>              | <b>JK1 Effectiveness of the Accreditation Process</b>                  | ((Number of study programmes awarded a positive evaluation in the PKA accreditation process / total number of accredited study programmes) $\times$ 100%) 100% | %                          | 100                        | Rector's Representative for the Quality of Education | Rector                          |  |
|           |                                                         | <b>JK2 Graduates' Assessment of the Quality and Scope of Education</b> | Graduates' assessment of the quality of education one year after graduation                                                                                    | Rating (scale from 2 to 5) | $> 4$                      | Career Office                                        | Vice-Rector ds. Student Affairs |  |
| <b>7.</b> | <b>7. Development of the Continuing Education Offer</b> | <b>KU1 Attractiveness of the Continuing Education Offer</b>            | Number of participants in the respective postgraduate study programmes, courses and training programmes for each Faculty                                       | No. of persons             | Informational indicator    | Dean of the Faculty                                  | Dean of the Faculty             |  |
|           |                                                         | <b>KU2 Diversity of the Continuing Education Offer</b>                 | Number of active postgraduate programmes/courses/training programmes                                                                                           | No.                        | Informational indicator    | Dean of the Faculty                                  | Dean of the Faculty             |  |



### 6.3. Cooperation with the socio-economic environment

| No. | Measurement Area / Criterion           | Indicator                                                        | Indicator Formula                                                                                  | Unit | Target                  | Reporting Unit                                                       | Person Responsible for Implementation                | Remarks                     |
|-----|----------------------------------------|------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|------|-------------------------|----------------------------------------------------------------------|------------------------------------------------------|-----------------------------|
| 1.  | Cooperation with External Stakeholders | <b>WO1</b> Cooperation with Educational Institutions             | Number of agreements concluded with schools                                                        | No.  | > 20                    | Division of the Vice-Rector for Digitalisation and Commercialisation | Vice-Rector for Digitalisation and Commercialisation |                             |
|     |                                        | <b>WO2</b> Cooperation with Local Government Authorities         | Number of agreements carried out for local government authorities and local government units       | No.  | > 10                    | Division of the Vice-Rector for Digitalisation and Commercialisation | Vice-Rector for Digitalisation and Commercialisation |                             |
|     |                                        | <b>WO3</b> Development of Cooperation with Academic Institutions | Number of inter-university agreements (between domestic and foreign higher education institutions) | No.  | > 10                    | Division of the Vice-Rector for Digitalisation and Commercialisation | Vice-Rector for Research                             |                             |
|     |                                        | <b>WO4</b> Implementation of Research and                        | Number of R&D projects involving industry                                                          | No.  | Informational indicator | Centre for Innovation and                                            | Director of CITT                                     | It is recommended that CITT |

|           |                                        |                                                                                                                |                                                                                                                |                                              |                         |                                                    |              |                                             |
|-----------|----------------------------------------|----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|----------------------------------------------|-------------------------|----------------------------------------------------|--------------|---------------------------------------------|
|           |                                        | Development Results in the Business Environment                                                                | that resulted in the implementation of project results                                                         |                                              |                         | Technology Transfer                                |              | precisely define industrial implementation. |
| <b>2.</b> | <b>Position in Rankings</b>            | <b>RANK1</b> Position in the Academic Universities Ranking                                                     | Perspektywy Educational Foundation Ranking                                                                     | Ranking position                             | $\leq 35$               | Rector's Office and University Organisation Office | Rector       | Perspektywy Educational Foundation Ranking  |
|           |                                        | RANK2 Position in the Ranking of Technical Universities                                                        | Perspektywy Educational Foundation Ranking                                                                     | Ranking position                             | $\leq 8$                | Rector's Office and University Organisation Office | Rector       | includes the top 50 positions               |
|           |                                        | RANK3 Position in Individual Ranking Categories                                                                | Criteria: prestige, graduates in the labour market, teaching and learning conditions, and internationalisation | Ranking position                             | $\leq 50$ by 2030       | Rector's Office and University Organisation Office | Rector       |                                             |
| <b>3.</b> | Marketing and Communication Activities | Advertising Value Equivalent (AVE) of media coverage mentioning Lublin University of Technology in local media | Media monitoring measurement (currently IMM)                                                                   | Increase in estimated AVE value year-on-year | Informational indicator | Press Office                                       | Press Office |                                             |

|  |  |                                                                                                                                                                                                                                                        |                                                                                                                                                                    |                                                                                                                                                                                       |                         |                                        |                                                        |  |
|--|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------------------------------|--------------------------------------------------------|--|
|  |  | <b>MK1b</b> Advertising Value Equivalent (AVE) of media coverage mentioning Lublin University of Technology in nationwide media                                                                                                                        | Media monitoring measurement (currently IMM)                                                                                                                       | Increase in estimated AVE value year-on-year                                                                                                                                          | Informational indicator | Press Office                           | Press Office                                           |  |
|  |  | MK2 Nationwide Brand Awareness of Lublin University of Technology among Prospective Applicants Aged 17–22                                                                                                                                              | Quantitative and qualitative survey, benchmarked against the baseline value of 8% recorded in October 2024, conducted every two years, i.e. in 2026, 2028 and 2030 | Brand logo recognition rate in the year-on-year survey                                                                                                                                | ≥ 25 % by 2030          | Centre for Communication and Marketing | Director of the Centre for Communication and Marketing |  |
|  |  | MK3 Monitoring the Audience Size of Lublin University of Technology's Owned Social Media Channels and the Number of Unique Users of the <a href="http://www.rekrutacja.pollub.pl">www.rekrutacja.pollub.pl</a> Website (Facebook, Instagram, LinkedIn) | Year-on-year quantitative reports on the University's official communication channels                                                                              | Audience size of the University's official social media channels and the number of unique users of the <a href="http://www.rekrutacja.pollub.pl">www.rekrutacja.pollub.pl</a> website | Informational indicator | Centre for Communication and Marketing | Director of the Centre for Communication and Marketing |  |

## 6.4. University academic community

| Lp. | Measurement Area / Assessment Criterion                | Indicator                                                                                      | Indicator Formula | Unit                 | Target | Reporting Unit      | Person Responsible for Implementation | Remarks                                               |
|-----|--------------------------------------------------------|------------------------------------------------------------------------------------------------|-------------------|----------------------|--------|---------------------|---------------------------------------|-------------------------------------------------------|
| 1.  | Employee Motivation and Performance Evaluation Systems | MO1 Employees' assessment of the motivation system                                             | Employee survey   | points (scale 0–100) | > 70   | Internal Audit Team | Rector                                | 0–30 points – Unsatisfactory                          |
|     |                                                        | MO2 Employee opinion on professional development support, scope of duties and remuneration     | Employee survey   | points (scale 0–100) | > 70   | Internal Audit Team | Rector                                | 31–50 points – Satisfactory<br>51–70 points – Good    |
|     |                                                        | MO3 Employee opinion on the employee performance evaluation system and interpersonal relations | Employee survey   | points (scale 0–100) | > 70   | Internal Audit Team | Rector                                | 71–90 points – Very Good<br>91–100 points – Excellent |

|           |                                                             |                                         |                                                                                                                                                                        |                            |                       |                                           |                                 |                                                            |
|-----------|-------------------------------------------------------------|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------|-------------------------------------------|---------------------------------|------------------------------------------------------------|
| <b>2.</b> | Doctoral Students                                           | SD1 Number of doctoral students         | Number of Doctoral School participants<br>[number of persons/year]                                                                                                     | persons                    | Information indicator | Doctoral School Office                    | Director of the Doctoral School |                                                            |
| <b>3.</b> | Students                                                    | SD2 Number of students                  | Number of first- and second-cycle students<br>[number of persons/year]                                                                                                 | persons                    | Information indicator | Education Office                          | Vice-Rector for Student Affairs |                                                            |
| <b>4.</b> | Human Resources Policy and Optimisation                     | PK1 Employment structure by staff group | Academic staff / non-academic staff                                                                                                                                    | ratio                      | 0.9–1.1               | Human Resources Office                    | Rector                          | PK1–PK3 calculated in full-time equivalent (FTE) positions |
|           | <b>Human Resources Potential</b>                            | <b>PK2 Staff Structure 1</b>            | Assistants, Lecturers, Assistant Professors, Teaching Assistant Professors / Professors, University Professors, Teaching University Professors and Habilitated Doctors | relacja                    | $\geq 2$              | Human Resources Office                    | Rector                          |                                                            |
|           |                                                             | <b>PK3 Staff Structure 2</b>            | Assistants / Professors                                                                                                                                                | relacja                    | $\geq 1,5$            | Human Resources Office                    | Rector                          |                                                            |
| <b>5.</b> | <b>Working Conditions (Remuneration, Living Conditions)</b> | <b>WP1 Salary Levels by Staff Group</b> | Basic salary by staff group by faculty                                                                                                                                 | Deviation from the average | $\leq 10\%$           | Planning and Economic Analysis Specialist | Rector                          |                                                            |

|  |                                                                    |                                                                                                                                |                                             |                            |                         |                                                            |            |                                                                                                                                               |
|--|--------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|----------------------------|-------------------------|------------------------------------------------------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
|  | <b>and Social Welfare)</b>                                         |                                                                                                                                | Basic salary by staff group University-wide | Deviation from the average | ≤ 10%                   | Planning and Economic Analysis Specialist                  | Rector     |                                                                                                                                               |
|  | <b>WP2 Salary Levels Compared with the Higher Education Sector</b> | (Average salary at the University / Average salary in the higher education sector) × 100%<br><br>(for individual staff groups) |                                             | %                          | ≥ 100                   | Planning and Economic Analysis Specialist                  | Rector     | Achieving remuneration levels at least equal to the average salary levels for the higher education sector published by the relevant ministry. |
|  | <b>WP3 Workplace Accident Rate</b>                                 | Number of accidents on the University campus [cases/1,000 persons]                                                             |                                             | cases/1,000 persons        | Informational indicator | Occupational Health and Safety and Fire Protection Section | Rector     |                                                                                                                                               |
|  | <b>WP4 Level of Vandalism</b>                                      | Number of incidents of vandalism                                                                                               |                                             | incidents /year            | Informational indicator | University Security Service                                | Chancellor |                                                                                                                                               |

## 6.5. Finance

| Lp. | Measurement Area / Assessment Criterion                                                                                                                                             | Indicator                                                                  | Indicator Formula                                                                        | Unit | Target                  | Reporting Unit                            | Person Responsible for Implementation | Remarks |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|------------------------------------------------------------------------------------------|------|-------------------------|-------------------------------------------|---------------------------------------|---------|
| 1.  | Optimisation of Research and Education Costs                                                                                                                                        | <b>KBK Ratio of the Growth Rate of Costs to the Growth Rate of Revenue</b> | Growth rate of operating costs / Revenue growth rate $\times < 100\%$                    | %    | < 100                   | Planning and Economic Analysis Specialist | Bursar                                |         |
| 2.  | <b>Monitoring of Funding Sources</b>                                                                                                                                                | <b>MZF Growth Rate of Individual Revenue Categories</b>                    | Analysis of growth indicators for individual revenue categories (subsidy, other revenue) | %    | Informational indicator | Planning and Economic Analysis Specialist | Bursar                                |         |
| 3.  | <b>Decentralisation of Responsibility for the University's Financial Performance through the Implementation of Budgeting and Management Control Systems in Organisational Units</b> | <b>WEU1 Faculty Profitability</b>                                          | Total Financial Result                                                                   | PLN  | > 0                     | Planning and Economic Analysis Specialist | Bursar                                |         |

|           |                                                                      |                                                                              |                                                                         |   |                         |                 |        |  |
|-----------|----------------------------------------------------------------------|------------------------------------------------------------------------------|-------------------------------------------------------------------------|---|-------------------------|-----------------|--------|--|
| <b>4.</b> | <b>Assessment of the economic efficiency of development projects</b> | <b>EER1 Share of Expenditure on Repairs and Maintenance in Total Revenue</b> | (Expenditure on Repairs and Maintenance / Total Revenue) × 100%         | % | Informational indicator | Bursar's Office | Bursar |  |
|           |                                                                      | <b>EER2 Share of Expenditure on Infrastructure Projects in Total Revenue</b> | (Capital expenditure on infrastructure projects / Total revenue) × 100% | % | Informational indicator | Bursar's Office | Bursar |  |

## 6.6. Infrastructure

| <b>No.</b> | <b>Measurement Area / Assessment Criterion</b>           | <b>Indicator</b>                                    | <b>Indicator Formula</b>                         | <b>Unit</b> | <b>Target</b> | <b>Reporting Unit</b> | <b>Person Responsible for Implementation</b> | <b>Remarks</b> |
|------------|----------------------------------------------------------|-----------------------------------------------------|--------------------------------------------------|-------------|---------------|-----------------------|----------------------------------------------|----------------|
| <b>1.</b>  | Modernisation and Development of Research Infrastructure | <b>RIB1 Effectiveness of Securing Grant Funding</b> | Number of Grants Awarded for Investment Projects | No.         | ≥ 2           | Chancellor's Division | Chancellor                                   |                |
|            |                                                          | RIB2 Degree of Implementation of the Funding Plan   | (Funding obtained / Planned funding) × 100%      | %           | ≥ 75          | Chancellor's Division | Chancellor                                   |                |



|           |                                                       |                                                                                                     |                                                                                           |   |      |                                        |            |  |
|-----------|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|---|------|----------------------------------------|------------|--|
|           |                                                       |                                                                                                     | budget assumptions in grant applications) × 100%                                          |   |      |                                        |            |  |
| <b>2.</b> | Effectiveness of Securing External Investment Funding | SPZ1 Number of funding agreements obtained relative to the number of funding applications submitted | (Number of funding agreements obtained / Number of funding applications submitted) × 100% | % | ≥ 40 | Chancellor's Division                  | Chancellor |  |
|           |                                                       | SPZ2 Average funding level in funded projects                                                       | (Amount of external funding obtained / Total value of funded projects) × 100%             | % | ≥ 70 | Chancellor's Division                  | Chancellor |  |
| <b>3.</b> | Effective Use of Secured Funds                        | EWS Level of funds utilised within the planned timeframe and budget                                 | (Amount of funds spent according to plan / Total amount of funds obtained) × 100%         | % | ≥ 90 | Chancellor's Division / Finance Office | Chancellor |  |

## 6.7. Management

| No. | Measurement Area / Measurement Criterion | Indicator Name                          | Indicator Formula                                                                                                                  | Unit | Target Standard         | Reporting Unit                | Person Responsible                                   | Remarks                                                                         |
|-----|------------------------------------------|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|------|-------------------------|-------------------------------|------------------------------------------------------|---------------------------------------------------------------------------------|
| 1.  | Information System Integration           | SI1 Functional Integration Coverage     | (number of areas covered by the integrated information system / total number of areas) $\times$ 100%                               | %    | Informational indicator | Information Technology Centre | Vice-Rector for Digitalisation and Commercialisation |                                                                                 |
|     |                                          | SI2 Organisational Integration Coverage | (number of organisational units covered by the integrated information system / total number of organisational units) $\times$ 100% | %    | Informational indicator | Information Technology Centre | Vice-Rector for Digitalisation and Commercialisation | Number of organisational units as defined in the organisational structure chart |

## 6.8. Digitalisation

| No. | measurement scope / measurement criterion        | indicator name                      | indicator formula                                                                  | Unit     | target                  | report prepared by            | person responsible for implementation                | remarks                                                                                                      |
|-----|--------------------------------------------------|-------------------------------------|------------------------------------------------------------------------------------|----------|-------------------------|-------------------------------|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| 1.  | Academic and Administrative Processes            | SE1 University digital systems      | Number of information and ICT systems                                              | No.      | informational indicator | Information Technology Centre | Vice-Rector for Digitalisation and Commercialisation | ICT system within the meaning of the provisions of the Act of 12 July 2024 – Electronic Communications Law   |
|     |                                                  | PE1 University electronic processes | number of electronic document workflow processes implemented per year              | No./year | informational indicator | Information Technology Centre | Vice-Rector for Digitalisation and Commercialisation | In the first year: informational indicator. In subsequent years: target to be determined by the Vice-Rector. |
| 2.  | Enhancement of the University's digital capacity | RC Infrastructure Development       | (Expenditure allocated by the University to digitalisation / Annual budget) × 100% | %        | informational indicator | Information Technology Centre | Vice-Rector for Digitalisation and Commercialisation |                                                                                                              |

Blue fields – indicate indicators relating to the so-called priority objectives, whose monitoring forms the basis for assessing whether implementation of the University's Strategy is progressing in the intended direction.

Informational indicator – reference values will be established during implementation of the Strategy. Based on these reference values, the baseline indicator levels (t0) and the desired reference values for subsequent years (t1, t2, ..., tn) will then be determined.