



FUTURE FIT

THE STRATEGY DEVELOPMENT PROCESS OF TU WIEN

Our Mission

Technology for people.

A promise that we have kept with science, passion, and responsibility - since 1815.

In Vienna, in the heart of Europe. Always. For the future.

Our Vision

TU Wien – where we dare to reason.

The creative urban tech university.

Unlimited.



The fuTUre fit process

The process and its phases

With the *fuTUre fit process*, TU Wien has undergone a comprehensive, participatory strategy process to create a sound basis for the strategic direction of the university.

The aim was to work together with all stakeholders to develop a broad understanding of the current situation and the potential of the institution and its members. This ensures that the strategy, which is ultimately the responsibility of the Rectorate, is based on a well-founded perspective and reflects the core elements of TU Wien's identity.

The process was divided into three successive phases.

Phase 1: Listening and discussing key topics (04-11/2024)

The first phase began with a major kick-off event at the Wien Museum on April 11, 2024.

This event marked the start of an open dialogue phase in which perspectives from across TU Wien and from external stakeholders were collected. The focus was on two central questions:

- What does TU Wien stand for?
- What should TU Wien stand for in 10 years?

Different formats were used to enable broad participation. The reactivated air pavilion (Luftpavillon) served as a central location for smaller events and meetings.

Examples of formats:

- Open space & open discussion rounds with different stakeholder groups (Senate, works councils, AKG, etc.)
- Workshops of the HTU
- Special meetings of the faculty councils
- The “*Yes, We Talk TU Wien*”- Book Club
- Fireside chats

The collected results were continuously documented and made visible in a “growing exhibition.” Over the summer of 2024, the feedback was systematically evaluated, and ten key areas were identified.

Diverse and interdisciplinary working groups with over 100 members were set up on the following topics:

- Diversity
- Research
- Research data
- Innovation
- Career paths
- AI
- Sustainability
- Language, culture, identity
- Importance of teaching
- Student-centered teaching

Starting in late summer 2024, the working groups developed a detailed analysis of their topics. The focus was on describing the current situation and formulating a vision for the ideal future. The working groups presented preliminary versions of their reports ahead of the fuTUre fit Convention in November 2024.

Phase 2: fuTUre fit Convention and preparation of the strategy paper (12/2024)

The fuTUre fit Convention took place from November 18 to 20, 2024. During the first two days, the working groups presented their results in various interactive formats to the entire TU Wien community.

On the third day of the fuTUre fit Convention, an international Sounding Board reflected on the reports in a closed session with the working group leaders. In the afternoon, the experts discussed their impressions in a public panel discussion.

In the following weeks, the working groups prepared their final reports, enriched with insights from the fuTUre fit Convention. Documentation material and information can be found online. (www.tuwien.at/futurefit).

By the end of 2024, a comprehensive and broadly supported body of input for the strategy paper was available. In January 2025, this input was expanded in a joint workshop with the Rectorate team and the deans of the eight faculties to include further perspectives, particularly with regard to the vision for TU Wien.

The Rectorate team then summarized the findings in the strategy paper presented.

Phase 3: Implementation of the strategy (from 04/2025)

The aim of this phase is to translate TU Wien's strategic goals into concrete action plans and measures.

On the one hand, the projects defined in the performance agreement (“Leistungsvereinbarung”) are prioritized in terms of their strategic orientation. On the other hand, innovative and interdisciplinary measures that systematically contribute to the strategic objectives and cross-cutting topics of the strategy paper are specifically developed and implemented in the *Call for Projects*.

Phase 3 begins with a kick-off event at which the Rectorate presents the strategy and the available budgets and the selection criteria for the *Call for Projects*. The developed projects and ideas will then be presented at a public event later that year.

Governance and structure of the process

The fuTUre fit process was managed by a core team consisting of members of the Rectorate and experts from TU Wien, who were supported by an external moderator.

An operational team headed by the communications department was responsible for the organizational implementation.

The rector and vice-rectors ensured that key findings from the process and initial measures were integrated directly into the university's existing activities.

Special features of the fuTUre fit process

Broad participation and stakeholder involvement

The entire process was deliberately designed to be participatory so as to involve as many members of TU Wien as possible. The aim was not to simply impose a strategy "top-down", but to develop the basis for a strategy that university members could identify with. The process should signal openness and ensure that as many people as possible could actively participate.

Agility and continuous adaptation

The fuTUre fit process was agile: clear structure, clear roadmap - and yet flexible enough to respond immediately to new developments.

The continuous adaptation sometimes led to irritation but was crucial in order to react flexibly to challenges. This experience highlights how agile approaches, which are becoming increasingly important, will challenge organizations and their members in the future. The participants transitioned from initial skepticism to a positive appreciation of the process.

Direct exchange and transparent communication

A central element was the direct dialogue between the Rectorate team and the members of TU Wien. In addition to traditional workshops and discussion rounds, new formats such as the “Yes, We Talk TU Wien”- Book Club were introduced.

The results were not only collected but also communicated and reflected upon on an ongoing basis. The fuTUre fit Convention in particular played a central role in the interim assessment and future direction.

External review and validation

The involvement of an international sounding board ensured critical reflection on the content developed.

The strategy development process was carried out almost entirely by employees of TU Wien, but was accompanied by a neutral, external view in the form of an external moderation.

Lessons learned and impact of the process

Positive developments and perception

The process was perceived as a valuable experience by many participants and contributed to a cultural change at TU Wien.

Consistent branding under *fuTUre fit* from the outset created a brand under which other bodies and individual faculties also addressed key university topics.

The process highlighted employees’ strong appreciation for TU Wien. The commitment of the students was particularly high, which was particularly evident in the HTU workshops. The active involvement and appreciation of the Rectorate was positively received.

And despite minimal PR efforts, the process had an impact beyond TU Wien.

From strategy to implementation

Translating the extensive input—shaped by the dedication of many—into a strategy paper that sets clear priorities while engaging as many TU Wien members as possible was a demanding task.

However, it is part of our leadership responsibility to accept this challenge - with the necessary courage to leave gaps - and to develop an inspiring vision from which clear strategic goals can be derived.

The success of the strategy is ultimately measured by how effectively the resulting measures are implemented. Two factors are crucial for this: broad support from university members and the willingness to continuously adapt the strategy to changing conditions.

The value of participation

The fuTUre fit process was more than just a step in a strategy development - it was a catalyst for cultural change.

By consciously designing a participatory and agile process, the Rectorate initiated a broad discourse that engaged the entire university—one that will continue beyond this strategy paper to shape TU Wiens future development.



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