

UNIVERSITY OF ECONOMICS AND HUMAN SCIENCES IN WARSAW

STRATEGY

of the University of Economics and Human Sciences
in Warsaw
for the years 2020–2025

Warsaw, 18 December 2019

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Mission

The mission of the University of Economics and Human Sciences in Warsaw is to contribute to the growth of prosperity and socio-economic development by conducting socially valuable and innovative scientific research, as well as teaching and educating students in the spirit of values chosen by the University, preparing them to competently take responsible roles in various areas of economy, social, cultural, and scientific life.

Vision

The University of Economics and Human Sciences in Warsaw is an academic institution placing high demands on the academic community. It implements multidisciplinary and innovative scientific research having international impact. It offers high-quality education to Polish and foreign students in various scientific fields and disciplines. It combines the tradition of conducting scientific research with general academic and practical profiles of teaching. It strives to strengthen its pro-social impact, both on a local and global scale. It is a future-oriented institution and responds to the changing needs of the open economy. It seeks to strengthen attitudes conducive to the development of a democratic and civil society. It is a world-neutral and religion-neutral, tolerant and socially sensitive university.

Motto

Per scientiam ad sapientiam

The motto of the Academy of Economics and Human Sciences reflects a belief that science (*scientia*) is a universal foundation for the development and well-being of societies. Scientific achievements cannot be overestimated, they have led and keep leading to technological progress that radically improves the quality of life and well-being of people around the world. The development of technological civilization, in addition to progress, also carries a number of potential threats related to broadly understood dehumanization of traditional social and interpersonal relationships. Therefore, the constant challenge faced by universities today is such practicing of science and educating students that allows combining utilitarian goals and technological competences with humanistic values arising from human dignity and social responsibility. The University of Economics and Human Sciences in Warsaw recognizes that the close connection of utilitarian and technological scientific achievements with universal humanistic values leads to maturity and wisdom (*sapientia*) of both individuals and whole societies. The desire to strive for wisdom understood in this way and propagate values that are fundamental parts of such wisdom guides research and teaching efforts undertaken at the University of Economics and Human Sciences in Warsaw.

Values

The University of Economics and Human Sciences in Warsaw adopts three primary values and strives to implement them in its various activities.

Competence

Having specialist, substantive knowledge, based on scientific foundations, social skills and competences related to a chosen career path. The ability to professionally apply such knowledge and skills. Embedding specialist knowledge and skills in a broad context of understanding the changing socio-economic and cultural reality. Awareness of the need for continuous self-improvement, including improvement of knowledge and skills throughout life. Awareness of one's own positive potential, but also weaknesses.

Creativity

An attitude of open mind to seeking new and out-of-the-box solutions. Ability to generate original ideas and test them. Ability to learn from mistakes and draw constructive conclusions therefrom. Courage in proposing and implementing innovations. Ability to break stereotypical thinking and acting. Flexibility in behavior and thinking enabling effective adaptation in changing surrounding conditions. Resistance to frustration, perseverance in pursuing distant

goals and maintaining realistic positive self-esteem based on the experience of own successes and failures. Appreciating one's own and others' creative efforts. Finding satisfaction and a sense of fulfillment in creative activity.

Social responsibility

The need to direct own actions towards achieving mutual benefits. High awareness of one's own responsibility for actions and choices made in professional and personal life. Recognition of the existence of a system of higher universal values arising from the inalienable dignity of a human person and human rights. Recognizing the importance of and striving to strengthen the principles of equality, tolerance, justice, and social solidarity. Recognizing the importance of and striving to strengthen the principles of democracy, civil society, and peaceful coexistence of various social groups. Ability to interact constructively with others, look for synergies and cooperate with others. Noticing values in diversity.

Realization of values

The University of Economics and Human Sciences in Warsaw realizes its values by shaping students' behaviors, skills, and social attitudes that are compatible with these values. The University also expects its employees to identify with these values and to present authentic attitudes and behaviors compatible with them in the life of the academic community, towards external stakeholders and in private life. The University incorporates these values into its organizational culture. The values of the University are also reflected in high professionalism, innovation and ethos of scientific research, in undertaken subjects of research, and in particular, in the context of social effects of the conducted research activities. The University achieves synergy in realizing its values by undertaking cooperation with other entities that recognize the same or similar values. The University of Economics and Human Sciences believes and recognizes that basing its activities on these values determines the current and future strength of the University's impact on a closer and farther socio-economic environment.

To fulfill the mission described above and pursue the vision in line with the adopted values, short- and medium-term strategic goals have been defined for the University of Economics and Human Sciences in Warsaw.

Strategic objectives

for the years 2020-2025

- I. IMPROVING THE QUALITY OF EDUCATION
- II. EXTENDING AND INCREASING THE SCOPE OF RESEARCH ACTIVITY
- III. STRENGTHENING UNIVERSITY'S RELATIONS WITH THE SOCIO-ECONOMIC ENVIRONMENT
- IV. INCREASING THE INTERNATIONALIZATION OF THE UNIVERSITY
- V. IMPROVING THE UNIVERSITY'S ORGANIZATIONAL CULTURE
- VI. OBTAINING THE ACADEMIC STATUS BY THE UNIVERSITY

Strategic goal I

IMPROVING THE QUALITY OF EDUCATION

In line with its mission, the University wants to provide the highest quality of education founded on the latest and proven scientific knowledge, and tailored to the expectations of students as well as current and future needs of the socio-economic environment.

Actions aimed at achieving this goal:

1. Constant monitoring of the adaptation of the teaching offer to students' expectations and needs of the changing socio-economic environment.

2. Improving the model and methods of teaching as well as curricula developed with increased involvement of students and representatives of socio-economic practice.
3. Closer linking of curricula and teaching content with scientific research conducted at the University.
4. Making curricula more flexible by changing the processes and procedures of designing them, including by making the choice of classes more extensive and attractive.
5. Striving to increase the participation of students and doctoral students in research, conferences and scientific publications conducted at the University.
6. Active management of the educational offer by increasing the possibility of conducting classes jointly for various fields of study.
7. Optimal harmonization of the offer of didactic classes conducted in Polish and English, including in order to introduce the possibility of studying mixed programs (in both languages).
8. Promoting the use of innovative didactic solutions in education, including the development of high-quality distance learning methods.
9. Striving to obtain confirmation of high-quality education by gaining accreditations and achieving high positions in national and foreign rankings.
10. Expanding the content and methods of teaching with elements enabling the implementation of the values adopted by the University – competence, creativity and social responsibility – expressed in particular by strengthening students' pro-social attitudes and ethical responsibility, inspiring creativity, innovation and entrepreneurship, and emphasis on gaining knowledge and soft skills needed for making rational professional and personal choices.
11. Improving the cultural and linguistic adaptation programs for foreign students, resulting in facilitation of their everyday life in Poland.
12. Improving the teaching and methodical skills of teachers through tailored trainings and programs stimulating development of the didactic career path.
13. Optimizing the workload of academic teachers, implementing diversified incentive schemes, and improving the system of periodic evaluation of research and teaching staff.
14. Creating support programs for academic teachers teaching English-language study programs and at the University's branch.
15. Analysis of the degree of student satisfaction with the educational offer and striving to maintain a balance between the degree of satisfaction and the requirements for students.
16. Improving the evaluation of the teaching process and in particular increasing its effectiveness, so that the results of the evaluation would have a greater impact on the actual improvement of the teaching quality and education effectiveness.
17. Implementation of processes monitoring and improving the quality of administrative support of the teaching process.
18. Extending the education offer of the University by developing attractive programs for new fields of study responding to the current and future needs of the socio-economic environment.
19. Increasing the attractiveness of newly developed study programs by increasing their interdisciplinary character and increasing the share of learning outcomes assigned to various disciplines.
20. Increasing the attractiveness and adjusting the educational offer to the needs of the socio-economic environment by making the teaching process more practical, increasing the share in curricula of classes focused on practical use of knowledge and exercising skills, including in cooperation with external entities.

21. Further development of library resources, including resources thematically adapted to newly opened fields of study, as well as access to scientific and didactically useful electronic databases and other electronic resources.

22. Improvement and development of infrastructure supporting the teaching process, including new laboratories, equipment, simulation centers, and centers for the practical application of acquired knowledge and skills.

23. Improving the educational readiness of candidates for studies by refining the recruitment system.

24. Making rules of organization of the course of studies and verification of learning outcomes more flexible, so that they are better suited to the diverse level of students' competences, as well as their needs and expectations.

25. Implementation of systems improving the quality of professional internships organized by the University and support for student activity on the labor market by increasing the effectiveness of the academic career office.

Strategic goal II

EXTENDING AND INCREASING THE SCOPE OF RESEARCH ACTIVITY

The University's strategic goal is to extend the scope of its research activity by starting to conduct scientific research in new fields and scientific disciplines and to increase the degree of research activity, reflecting in the increase in high-quality scientific publications and effectiveness of obtaining external funds for conducting research. A measurable indicator of achieving this goal will be obtaining a scientific category for all science disciplines represented at the University, including newly opened ones, at the level of at least B+ in 2025.

Actions aimed at achieving this goal:

1. Implementation of established rules for employing new research and teaching staff with documented high potential in the field of research activity and obtaining funds for conducting scientific research.

2. Recruitment and employment of new research and teaching staff involved in research activities in new fields (field of Human Sciences, field of Medical Sciences and Health Sciences, field of Engineering and Technical Sciences) and disciplines of science (in particular: Linguistics, Cultural Sciences and Religion, Health Sciences, Architecture and Urban Planning, Automation, Electronics and Electrical Engineering, Medical Sciences).

3. Determining individual contracts for the strategy of and development paths for research and publication activity of the research and teaching staff.

4. Implementing programs of system-based and personalized organizational support for research and teaching staff in the field of their research and publication activities.

5. Implementing a system of ongoing monitoring of scientific achievements of the research and teaching staff and the research staff in the field of conducted research and publications.

6. Identifying talented students and including them in the research activity carried out at the University.

7. Creating partnerships with other scientific entities (domestic and foreign) in order to increase one's own research potential (creation of research teams, ensuring access to research equipment).

8. Establishing close relations with science-related entities (publishers of magazines and monographs) in order to improve editorial skills and increase employees' publishing competences.

9. Organizing international scientific conferences with the participation of so-called supporting magazines to increase the publishing capacity of the University's staff.
10. Financing participation of the University's staff in international scientific conferences with involvement of the so-called supporting magazines to increase their publishing capabilities.
11. Financing the publishing work of University's staff (monographs, articles) in the form of Rector's grants.
12. Eliminating the language barrier by financing language courses, financial support in the field of translation and linguistic correction of scientific works.
13. Increasing skills of the staff of the University of Economics and Human Sciences by financing participation in trainings and workshops increasing their competence and effectiveness in the field of research.
14. Implementing an active HR policy providing for bonuses for staff demonstrating achievements in the field of publications and obtaining external funds for conducting research.
15. Implementing an active policy of identifying and employing own graduates with high research development potential.
16. Support for the development of scientific journals published by the University through activities increasing their importance and position on the scientific market and establishing new journals.

Strategic goal III

STRENGTHENING UNIVERSITY'S RELATIONS WITH THE SOCIO-ECONOMIC ENVIRONMENT

This goal assumes maximizing benefits – for the University, its direct stakeholders and the broad socio-economic environment – gained from opportunities offered by the University's relations with the socio-economic environment.

Actions aimed at achieving this goal:

1. Developing various ways of transferring scientific knowledge generated at the University to a broadly understood economy, social and cultural life sector.
2. Research projects proposed by employees should obligatorily include a strategy for practical implementation of results thereof and an assessment of their impact on the socio-economic environment.
3. Supporting student initiatives whose scope of impact goes beyond the University and promotes it outside.
4. Introduction of the obligation for students to implement a social project to curricula.
5. Supporting creation and functioning of various student organizations whose activities contribute to the promotion of the University at the scientific, image and business level (e.g. scientific clubs, sports clubs, student publishing houses, organization of scientific and culture-forming events, university radio, information channels in social media, etc.)
6. Promoting opinion-making and expert activity carried out outside the University by its employees.
7. Inclusion of opinion-forming activities as an element raising periodic evaluation of employees, in particular academic teachers.
8. Encouraging employees to stand and sit in various opinion-forming and decision-making bodies – scientific, culture-forming and economic ones.

9. Introducing a coherent system of promoting the University and creating its image by defining characteristic graphic motifs, logos, visual elements that will be applicable in all published documents, websites, guides, etc.
10. Specifying procedures for announcing in public any information that may be relevant to the University's image.
11. Determining promotional strategies in advance.
12. Developing strategies for promoting scientific achievements, research results, events organized by the University, student achievements, and other successes of the University.
13. Providing facilities of the University as well as providing University patronage for cultural/scientific projects of local, regional and international importance.
14. Introducing content relevant to the formation of pro-democratic and pro-citizen attitudes to the curricula.
15. Establishing cooperation with social and economic entities in the field of conducting scientific research.
16. Establishing cooperation with external entities in the scope of improving the quality of education, in particular making education more practical.
17. Establishing cooperation with entities offering the possibility of undergoing interesting apprenticeships and professional internships to students.
18. Implementing programs aimed at maintaining the University's partner relations and ties with graduates by monitoring their professional development, as well as organizing conventions and conferences thematically addressed to the University's graduates.
19. Maintaining friendly relations with the University's partners and stakeholders in terms of contacts and occasional meetings.

Strategic goal IV

INCREASING THE INTERNATIONALIZATION OF THE UNIVERSITY

The internationalization of the University is aimed at building a multicultural environment based on mutual respect for the shared values, tolerance and esteem for universal ethical principles and intercultural integration.

Actions aimed at achieving this goal:

1. Expanding the portfolio of strategic partnerships – these activities are intended to intensify the mobility of academic and administrative staff and students, as well as to conduct joint research and exchange of experience based on the Erasmus+ program and not only.
2. Greater internationalization of the academic community aimed at increasing the number of lecturers with international experience, holding a foreign diploma, and foreigners, increasing the number of students and expanding a portfolio of countries of their origin.
3. Internationalization of scientific research both in the area of conducting thereof and dissemination of results.
4. Developing initiatives aimed at better assimilation of foreign students and enabling them to more easily function in an intercultural environment, find their place on the international labor market and facilitate entry into the academic community (e.g. summer schools, fairs, integration events, information events, meetings with business representatives, and other supportive events).
5. Internationalization of the curriculum (introduction of international and multicultural content to the curricula, cultural and pro-integration education, development of awareness of cultural differences, tolerance and ethics).

6. Expanding cooperation in the field of education with universities from other countries (the possibility of implementing joint study programs, obtaining a double degree or partial implementation of studies at the University of Economics and Human Sciences on the basis of contracts).

7. Increasing competitiveness and thus the position of the University of Economics and Human Sciences on the international market, including seeking to appear in international rankings of universities, starting from those of European range.

8. Obtaining international accreditations and certifications, which will contribute to raising the prestige of the University (in the first place, CEEMAN institutional accreditation and ACCA certification for the Finance field of study).

Strategic goal V

IMPROVING THE UNIVERSITY'S ORGANIZATIONAL CULTURE

The strategic goal of the University of Economics and Human Sciences in Warsaw is to improve its organizational culture expressed in the improvement of management and organizational processes, which will translate into increased efficiency of the University's activities.

Actions aimed at achieving this goal:

1. Improving organizational efficiency – optimization of organizational processes and use of resources. Improving work efficiency by changing awareness and adopting a new perspective – perceiving the University administration as a whole, striving to optimize not only one's own activities, but the whole process.

2. Increasing the ability of staff to perform tasks – building and using competences, motivation and working conditions. Encouraging employees to constantly improve their skills and have courage to specify those elements of the organization's functioning that require correction.

3. Improving horizontal and vertical communication processes so that all employees are informed of implemented changes, processes and regulations concerning their respective departments.

4. Investing in the possibilities of information technologies to increase the quality of research, improve teaching and increase efficiency in administrative functions.

5. Integration of ERP, SIS, LMS, recruitment and other IT systems, ensuring data flow/synchronization between systems, following the principle of single-time entry of information, a reporting system.

6. Support for foreign-friendly adaptation in the academic environment of the University and in Poland in order to provide them with a sense of security and satisfaction with the choice of the University, and thus building the image of the University as a place “worth its price”.

7. Building the University's recognition by refreshing and organizing visual communication, creating a new website, implementing marketing automation.

8. Developing the “employer branding” strategy based on a clear, real company structure, improving communication with employees, preparing employee evaluation, crystallizing the organizational structure of the University.

9. Launching a mentoring program for students by the Academic Career Office, optimizing identification of talented students and their recruitment to work at the University.

10. Providing consistent information for students about the functioning of the University and teaching, formal and social processes occurring at the University as well as the requirements of life in Poland – collecting, processing and providing students with full and coherent information, and the University's operation through the Welcome Office.

11. Improving the quality and efficiency of direct student service in various administrative units of the University.

Strategic goal VI

OBTAINING THE ACADEMIC STATUS BY THE UNIVERSITY

The University of Economics and Human Sciences in Warsaw sets a strategic goal to raise its rank and importance by obtaining the academic status in 2025.

Actions aimed at achieving this goal:

1. Extending the educational offer by introducing education in new fields of study assigned to disciplines belonging to the area of Human Sciences.
2. Extending the educational offer by introducing education in new fields of study assigned to disciplines belonging to the field of Health Sciences and Medical Sciences.
3. Extending the educational offer by introducing education in new fields of study assigned to disciplines belonging to the field of Engineering and Technical Sciences.
4. Establishing new research teams carrying out high-quality research and publishing activities assigned to the fields of Human Sciences, Medical and Health Sciences as well as Engineering and Technical Sciences.
5. Obtaining in 2025 a scientific category of at least B+ in not less than six disciplines belonging to at least three fields of science.
6. Acquiring external funds to support the development of the University's facilities and its teaching and research potential, so that it meets standards expected from a university.