

Enclosure to the Resolution No 34 on the Strategy of the University of Warsaw passed by Senate of the University of Warsaw, dated the 17th December 2008.

STRATEGY OF THE UNIVERSITY OF WARSAW

The University of Warsaw is the largest and the best Polish Educational Institution and its Diploma is highly valued not only in Poland but also abroad. The current status results from joined efforts of its community, including lecturers, PhD students and students, librarians, administration and technical personnel. Tremendous contribution was made by Rectors and Deans in the past years, as their reforms and activity led to the situation, where educational and research activities are conducted on a very high level at many Faculties and other units.

Entry of Poland to the European Union opened the door to unlimited opportunities of development, at the same time it meant real challenges for Polish educational institutions. These new opportunities mean wider participation in research and educational programmes financed by the European Union, access to EU structural funds available for development of infrastructure and improving the quality of education, anticipated inflow of foreign students from other countries as well as increased exchange of students and teachers. On the other hand those challenges entail new real competition in the area of acquisition of students and funds for scientific work. Taking into consideration the common platform in the area of education and research, which begins to be visible in the United Europe, only those educational entities will survive, which can claim high scientific level, offer modern educational schemes, have gained considerable scientific achievements. Changing economic principles, economic crisis mean real challenge for politics, economy but also, if not the most important area, science .

To make use of these new opportunities and deal with new challenges the University of Warsaw ought to determine its development strategy very clearly. At the same time it should take on reform type activities aimed at improving teaching process, increasing scientific effectiveness and introducing better management of the Higher Education Institution.

Guidelines for all assumptions, priorities should refer to the Mission Statement of the University of Warsaw as adopted by the Senate of the University of Warsaw on the 26th September 2001.

MISSION STATEMENT OF THE UNIVERSITY OF WARSAW

The University of Warsaw recognizes as still valid its mission as a public utility institution formulated by its founders in 1816:

The University should not only maintain in the nation both learning and skills at the level they have already attained in the scholarly world, but also further develop and propagate them as well as apply their theory for the public good.

The University realizes its aim with the participation of the whole University community: its scholars, students and staff. Since its establishment our University's community has written numerous glorious pages in its history. It has produced many

outstanding scholars and created famous scientific schools. It actively resisted armed force, organizing clandestine classes when the University was not allowed to function openly. Our students and graduates have served Poland and the world. These proud annals are our continuing obligation.

We must also remember what has been inglorious: submission to political pressure, religious and social discrimination, expulsion of scholars and students. Let this be a living historical lesson for us.

University of Warsaw belongs to the community of universities and accepts its universal aims, and its name is bound up with the capital of Poland. In response to the challenges arising from the transformation of our country, the new position of Poland in Europe and the world and the education of a knowledge-based society, University of Warsaw defines its mission as follows:

1. The basis of the University's activity is the unity of teaching and research.

The University brings together scholars from a variety of disciplines. It is the place of a diversity of scientific research. Young researchers in direct contact with teachers develop their research awareness and improve their methodological skills. At the same time the University propagates throughout society this multifaceted knowledge and these sophisticated skills. New communication technology allows this propagation to take place regionally, nationally and worldwide.

The University offers undergraduate and doctoral studies, organizes summer schools, postgraduate studies and vocational courses, initiates interdisciplinary programmes and introduces new teaching techniques.

The high level of scientific research, its connection with the education of students and the diversity and attractiveness of our teaching will determine the position of the University in the country and in the world, and so decide the University's future. We seek to be the best Polish university and a leading university in Europe. We recognize our particular responsibility toward Central and Eastern Europe.

2. The mission of the University within society is to guarantee access to knowledge and acquisition of skill to all who are entitled.

Knowledge and education today decide the lot of people and entire nations. The University generates knowledge allowing us to know and understand the world around us. Skills acquired through study ensure high professional qualification and preparation for proper fulfillment of public roles.

3. The civic mission of the University is the formation of those elites who will in their activities serve the *imperio rationis* rather than the *ratione imperii*.

The University is a community of dialogue. The exchange of views, the clash of arguments, openness to new ideas and conceptions is bound up indissolubly here with respect for diversity and for personal dignity. In this way the University develops its capacity for cooperation regardless of political, ideological or religious differences, and creates a model of

public debate. The shaping of the civic attitudes of students is thereby combined with the development of their personalities.

4. The cultural mission of the University is a synthesis of universal and local values.

In the emerging conflict between globalism and regionalism a special role is to be played by institutions which succeed in combining universal techniques of communication and knowledge of universal significance with maintenance of respect for the historical and cultural identity of regions and states. The University where many disciplines are cultivated - from mathematical and natural sciences to social and humanistic sciences - is a place where such a symbiosis exists naturally. The University is also an institution, which assists the dialogue between the integrating societies of Western Europe and its Eastern neighbours.

The mission of University of Warsaw approved by the Senate shall bind all members of our academic community. It is a signpost for our activities and the basis for University programmes. The University's plans for development and the decisions of University authorities should be made with reference to it.

THE UNIVERSITY OF WARSAW STRATEGY ASSUMPTIONS

There are many factors that determine the ranking and prestige of our University, to mention the most important ones:

- All members of the University Faculty share common ideas of the University and at the same time are publicly regarded as recognized authorities in many fields of science, culture, economic and public activities
- There are strong research teams that count on the international level
- The quality of education is very high
- Comprehensive educational offer for the students represent a large number of well thought of studies and research work, which meet the demand on the job market, goals of innovation economy and citizen society
- Our graduates are in demand on the job market
- Organization of research and educational processes in a way that enables mobility of students and lecturers, presence of visiting foreign students and lecturers.
- Active international cooperation in the area of research and education.
- Relevant infrastructure for education, research, social life and administration
- Efficient management of the University in its function as an institution
- Appropriate financing of science, education and research as well as ability to gain funds from various sources
- Strong and well developed relationship with the region, which allows the University to influence society and respond to all needs expressed by it.
- Facilitation of good partnership relations with students, PhD students and University graduates

The above specified general assumptions of the Strategy of the University of Warsaw show directions for general and long-term programme goals in the key areas of activities of the University of Warsaw, at the same time they constitute the base for determining priorities and specific detailed objectives.

1. Teaching

- The University of Warsaw is a lifelong learning university,
- The University should provide for comprehensive academic education, not single direction and subject-specific one. That applies to both programmes and organization of studies and leads to organizational changes within the University towards the situation with large departments with many scientific profiles and rich educational offer. New profiles of studies and interdisciplinary studies should be established to reflect the changing structure of science
- University of Warsaw provides teaching at all levels of higher education: Bachelor, Master, PhD and post-graduate levels . It offers study programmes within all areas of study: humanities and social studies, mathematical, physical and life sciences . The University will actively try to attract more students, in particular those who want to go into PhD degree study level of education and post-graduate studies
- The programmes of studies and their learning outcomes should take into account real people demand coming from knowledge-based economy Implementation of the above specified educational objectives requires integration in respect of University space and facilities as well as efficient organizational structure
- A transparent relation between high teaching quality and relevant motivating teaching incentives systems should be in place
- Educational conditions should directly provide for the highest level of studies. Distant learning , interactive forms should be promoted and improved on all levels of teaching
- An important issue for the University is to extend the educational offer to foreign students, in this candidates from neighboring countries and Polish emigrants

2. Science

- To measure appropriate level of our research we need indices for scientific activity (number of publications, quotations, patents, implementations, international and internal rewards, participation in international associations, etc)
- Results of scientific research should form the base for the programme offer of the University and should be implemented into the curriculum of a study programmes
- The University scientific funds should support development of research works that were applied, ordered and financed from abroad. The University entities should actively participate in obtaining research funds from abroad,
- Within the University itself research units should be developed with the help of outside financing. Their activity should be strictly connected with goals and needs of the University.
- Effective scientific research require flexible organizational structures. Scientific teams should have the freedom to arrange the best organizational structures from the point of view of specific research task requirements.

- Research development requires regular international contacts and profound access to scientific information

3. University and its environment

- University being the largest educational and research institution in Poland with rich tradition of social involvement has got the right and duty to give opinion on matters of importance to our country.
- Activities of the University should meet the expectations from the outside environment. The Institution should create liason with self-governance bodies , social & economic organizations and quickly respond to the signals coming from this area. Maintaining relations between the University and outside environment will contribute to development of the country and the University. Therefore the University should take into consideration needs on part of its partners : professional associations, public authorities, public services and administration, job market and graduates,
- Science and teaching at the University of Warsaw are significantly dependent on external financing. Efficient relations between the University, national and international , including EU, public institutions serve as guarantee of this type of financing tools. It is vital to improve bilateral information: the way out – about the opportunities and scientific offer of the University; the way in – demand on studies and scientific research from those external institutions.
- The University of Warsaw in its function of scientific, educational and cultural centre should provide services to its closest environment – people of the Capital City of Warsaw and the entire region . It will make science and knowledge common and public and provide access to its information and librarian resources . In exchange for this the University of Warsaw expects financial and organizational support from the City of Warsaw and Mazovia Voivodeship.

PRIORITIES AND SPECIFIC OBJECTIVES

To achieve the above outlined strategic assumptions one must implement specific objectives grouped within the following priorities:

- **Improvement of teaching and curricula**
- **Development and intensification of research work**
- **Execution of investment programme**
- **Informatization of the University**
- **Improvement of quality of management of the University**
- **Enhancement of the University regional liason and internationalization of the University**

1. Improvement of teaching and curricula

University of Warsaw has got a vast and versatile educational offer. It provides for studying both on study programmes popular among candidates as well as unique ones. Part of students may enroll on inter-faculty and interdisciplinary programmes. The University

employs the largest number of scientific and academic teaching staff. Numerous professors frequently hold high governmental posts, which in turn underlines the prestige of the University.

The University has been attracting the most talented youth also from outside Warsaw for years, and thus overcomes the majority of higher education institutions in Poland. Introduction of three cycle studies and ECTS system has enabled the University to adjust to the European educational system.

The University has got also weaknesses, in this still not sufficient number of rooms, well equipped labs, few interdisciplinary programmes and courses taught in foreign languages (in this English). There are still vacancies in many areas and it would be beneficial to attract specialists from other educational institutions in Poland and especially from leading European educational institutions.

University does not have sufficient well equipped facilities in dormitories for students and PhD students at a reasonable price, that may be used by less wealthy students from outside Warsaw. Also the number and size of scholarship available for students and PhD students are not sufficient, including scholarships for the youth from abroad.

One should put all efforts to make the University as attractive as possible by eliminating or limiting those weaknesses and strengthening its positive elements. This is particularly important as two external factors start to influence development of any educational institution (not only the University of Warsaw.). Firstly, we speak about demographic situation in the country, secondly we face growing competition from the foreign educational institutions.

To make the University of Warsaw more attractive, increase the educational offer and get more Polish and foreign students, one should put all efforts to implement the following specific goals:

1.1. Organization of admission process

In 2007 over 6 candidates applied for one place at a regular study programme. However one can observe steady drop of candidates. Demographic forecast for the forthcoming years is not optimistic. In 2008 over 550 thousand people will be 19, and according to Central Statistical Office GUS in 2013 there will be 459 thousand 19-year olds, and three years later – just over 402 thousand. At the same time during recent years one can observe increasing number of young Polish students joining foreign educational institutions. Assuming that number of University students will be the same or increases not more than by 10% in the next 10 years, we may face the problem of getting the most talented youth.

Student inflow depends on attractiveness of educational offer, quality of programmes, University prestige, study conditions and a couple of other less important factors. A lot though depends on admission process and especially on wide, well thought of public information campaign for candidates. Here multidirectional activities should be taken on, like organizing of lectures for last year secondary schools leavers – both at the University and at schools, providing better information about available educational offer by the very Faculties, especially via internet channel, conducting promotion activities that will show benefits of studying at the University of Warsaw, using its resources (libraries, sports facilities, clubs and dormitories) or participating in cultural and scientific life as well as activities of student organizations. Special focus should be put on providing better social conditions for students coming from outside Warsaw (access to cheap accommodation in dormitories, student canteen etc).

1.2. Expansion of current and development of new study programmes, including interdisciplinary studies.

The assessment of any educational institution depends not only on teaching quality, but also on scope of the programme and modern approach to the programmes. Good educational institutions must quickly react to emerging new scientific areas and demand from students as well as their potential employers. They form new organizational units or structures responsible for new programmes.

As a rule new programmes and new organizational units are logical consequence of development of knowledge and demand on the job market. The University of Warsaw plans in the forthcoming years to make analysis of its programme offer and show the scope of necessary reforms and changes. Reforms should go towards development of new programmes, modification of curricula, increase of number of programmes offered jointly by two or more faculties, increase of number of post-graduate studies, development of distance learning courses, focusing on learning outcomes as the basis for the curricula. It is worth underlining that a couple of years ago first inter-faculty studies were already formed: Individual Inter-Faculty Studies in Humanities, Individual Inter-Faculty Studies in Mathematics and Natural Sciences, Inter-Faculty Study Programme in Environmental Protection. Currently new entities are set up like Inter-Faculty East Slavonic Studies. At present the third type of studies is under development – interdisciplinary studies for PhD degree both in the field of humanities as well as mathematics and natural sciences. New Technology Centre located in Ochota should become the base for development of interdisciplinary studies for PhD degree and other planned didactic projects (compare sections: *Development and intensification of research and Execution of Investment Programme*). The programme for this type of studies will be worked out by all Faculties in mathematics and natural sciences, an invitation for cooperation will be extended to external educational and scientific institutions as well as foreign institutions.

The University will start initiatives towards development of interdisciplinary programmes in cooperation with other Universities (inter-university programmes), with special support given to macro-course at the University of Warsaw itself.

The University of Warsaw has got some experience in this already. Among 9 programmes that are in operation or will be soon started, the majority combine two or more traditional scientific fields.

Following the principles of Bologna Declaration we have managed to introduce 3+2+PhD studies system at the University of Warsaw. In the forthcoming years one must monitor that this system facilitate free selection of educational path by a student and shall not be an excuse for additional barriers that students will have to overcome.

1.3. Development of post-graduate studies

Within a concept of *lifelong learning university* we will further develop post-graduate studies and various forms of distance learning. At present the post-graduate offer includes 135 programmes. In 2007/2008 the University had 8837 students at the post-graduate courses. If compared with 2006 there was an increase by 35 % of students. That was possible largely due to financing available from European Social Fund. One can anticipate that number of students at post-graduate studies and persons using various e-learning forms will rise, and the University of Warsaw management will definitely support all high quality initiatives in this area. Special efforts should be put at self-governance bodies, central institutions to get funds for post-graduate training of teachers and co-financing of similar activities within relevant EU funds and programmes (especially Lifelong Learning Programme). That should apply to all

directions that are considered priority in strategic national and EU documents as regards development of economy based on knowledge.

1.4. Open University

The University of Warsaw will undertake further actions to develop Open University with a goal aimed at providing services of highest quality adjusted for secondary school children and adults according to their needs and adjusted to their individual potential.

1.5. Introduction of study programmes in foreign languages and international status of studies

In 2008 the Warsaw University had 12 programmes conducted in English. Additionally philology studies are entirely conducted in target foreign languages and here the offer is very wide.

In 2007 we had 1 472 foreigners, half of them studied at first cycle or second cycle studies or long cycle studies, the rest of them visited us for a semester or one year within European exchange programmes.

The University should provide education in future to considerably larger number of foreigners. Here the obstacle is insufficient number of courses and full educational programmes offered in foreign languages, including English. To improve the situation we will try to introduce financial incentive points giving more profit to courses conducted in English. This will lead to situation where such courses will prove financially attractive to Faculties and lecturers. Also we will support to provide profound linguistic help and methodological assistance (in the area of content and language integrated learning) for people involved in conducting of the course in foreign languages to ensure the highest quality and effectiveness.

Another element that should contribute to achieving the international status of the University will be intensification of student exchange programmes as well as staff exchange and generally persuading individuals and the University entities to step forward and take on international cooperation, thus increase mobility of staff and students.

To maintain our educational offer attractive and competitive and ensure this status, it is necessary to attract famous foreign academic staff who would consider staying at the University and develop their career in Poland for a longer time or for keeps.

Multilingual and multicultural education for students at the University of Warsaw is a priority with a goal to support our students and use the offer of European Higher Education Area and also secure employability also on the European job market.

1.6. Development of fee-paying studies

Keeping and expanding fee-paying studies in forthcoming years should remain the condition for efficient functioning and development of the University. The programme of development of fee-paying studies would take into consideration the following issues and conditions: strive to expand and make the educational offer more and more attractive, especially the extramural and evening studies, proper promotion of the University offer, contradictive measures against staff leave - loss in favor of other schools, cost analysis in the area of conducting studies, considering the option of placing study programmes outside Warsaw.

1.7. Quality of teaching

The University of Warsaw will develop quality of teaching assurance and enhancement. All leading European educational institutions have got external agencies that conduct assessment process, and at the same time they have got internal quality assurance system.

The University of Warsaw plans to develop further on quality of teaching assurance and enhancement system with a view to respect the specific nature and autonomy of individual University entities. In the forthcoming years surveys made among the academic community will become one of the crucial element in quality assurance and enhancement policy. Additionally the University will analyze opinions of both candidates to the University as well as its graduates in three aspects: educational offer, quality of teaching and learning outcomes. The University plans to conduct such opinion poll among employees and mass media. The results of this type of study should contribute to promotion of already existing best practices and recommendations of activities aimed at improvement of quality of teaching.

Success of proposed plan aimed at improving educational quality will largely depend on student involvement, therefore the University will make sure that students are important players in assessment of the educational level and their say will be meaningful in preparation of curricula.

1.8. Education and selection of scientific and teaching staff.

The main path for education of scientific and teaching staff will continue to be PhD degree studies. The most important goal of the University of Warsaw is to increase number of PhD students and scholarships in this area, so they may constitute natural base for selection of most valuable candidates for the post of junior research staff. At the same time it is necessary to provide the candidates for the job of academic teacher with due pedagogical and methodological tools to conduct classes, in this classes in foreign languages. To execute this goal Centre of Education for Academic Teachers is planned.

One of the conditions to use the Centre will be the necessity to work out transparent process of career path at the University, where employment of new person should result from scientific and teaching needs of the entity. One should also bear in mind the fact that it is the duty of the University to prepare the academic staff for other not so big academic centres.

From the point of view of educational quality and conduct of scientific research it will be necessary to introduce more strict approach towards multi-post employment of scientific and teaching staff, especially in situation where this leads to conflicts of interest and commitments. A special motivation economic system should be introduced for University employees to provide for extra remuneration coming from outside the budget sources. On the other hand one should demand dutiful performance on part of scientific and teaching staff and eliminate obvious conflicts of interest or commitments that may influence deterioration of teaching or scientific research level.

1.9. Promotion of distinguished teaching activity. Teaching Innovation Fund.

The University should conduct active human resources policy, in particular create good working conditions for people and teams with good ideas in teaching area, especially in areas that the University treats as priority. The Budget of the University of Warsaw should provide for funds within reserve to finance new teaching programmes and provide for teaching fees of new professors from outside the University. In areas essential for its development the

University will try to win distinguished representatives of educational and scientific world employed in other centres, including abroad.

The best and most dedicated academic teachers should be appropriately paid. The Teaching Innovation Fund will continue to be one of the support tools for promotion and execution of this type of expenditures. In the forthcoming years the management of the University will try to increase funds reserved for financing of projects selected by means of contest procedure.

1.10. University scholarship programmes

Crucial element in the Strategy of University of Warsaw stands for comprehensive support of all participants in the educational process on various levels – both students of Bachelor degree , Master degree and PhD degree studies as well as young academic professionals , and distinguished scientific and teaching staff. The basic supportive model should include structured scholarship system taking funds from University budget, outsidebudget, research programmes and EU structural funds so all groups of people above mentioned are covered . University scholarship system should have one strategic goal, i.e. to provide financial conditions for students and employees to perform ambitious research projects, especially in areas contributing to increase of innovation, and enable transfer of knowledge to economy both on the regional and national level.

1.11 Apprenticeship and student placements

Strategy of the University of Warsaw should take care of one important issue that is strengthening of practical side of education to prepare graduates to future professional life. Wherever possible Faculties will develop education programmes with apprenticeship and training component and thus increase cooperation between the University and external world.

It is important that apprenticeship offered reflect programmes of study, result from the student's interests and give experience necessary in future job.

Programme of development of placements (including placements abroad under LLL Erasmus programme) will be executed based on experience and possibilities of the University Technology Transfer Centre (UOTT UW) and Graduate Careers Office (BZPA).

2. Development and intensification of research work

Clear and tough scientific policy prepared by the management of the University and Faculties should bring about considerable improvement . Activities aimed at development of research should be conducted simultaneously in three areas:

- Financial policy supporting the development of scientific and research work
- Human resources policy
- Establishing and improvement of modern infrastructure to conduct research

2.1. Financial policy supporting the development of scientific and research work

In order to improve financing of research work and dedication of people , the University should take on the following actions in the forthcoming years:

- maintain and develop system of Rector scholarships for most active scientific staff,
- allocate from own Research fund portion for seed grants for young scientists who have got promising portfolio , who could establish their own research group,
- increase number of scientific and research employees financed partly by Faculties (or from central funds managed by Rector) in case of inter-faculty and no-faculty entities and partly from grants which were gained by these employees.
- restructure functioning of central administration offices so that it can handle majority of tasks related to preparation of national and European grants, contracts for research and scientific work , provide for servicing in respect of intellectual property rights,
- take action aimed at introduction of central financing system for PhD degree studies that will enable to pay out scholarships in the amount of at least national average salary ,
- support the initiative of the Ministry of Science and Higher Education aimed at selective approach and finance the best Polish Educational Institutions and direct funds to those of the highest scientific level,
- actively participate in obtaining funds for research from national and foreign sources , including support of cooperation with enterprises,
- use means from European programmes related to human resources and grants and other forms supporting young scientists.

2.2 Human Resources policy

Human resources policy of the University of Warsaw should promote most active people in the scientific field. Career promotion as well as rewards for employees will depend on their scientific portfolio which will be assessed on a parameter basis. The University will target to introduce tough periodical assessment element in all entities , that should cover all staff including professors.

Human resources policy of the University of Warsaw will also promote achievements in teaching field as the high quality of teaching is considered one of the three pillars of the University.

In the forthcoming years flexible remuneration system should be introduced to promote employees of highest scientific activity. The target is to have a system where one can negotiate remuneration with an individual , which is vital when contracting national or foreign specialists who deal with fields that should be strengthened at the University. The latter should apply also to administrative personnel involved in servicing projects. This type of active policy should be carried out both at Faculties and units reporting directly to the Rector.

2.3. Establishing of modern workshop for conduct of scientific and research work and improvement of scientific infrastructure.

Large portion of important university research projects, especially in the field of natural sciences was and still is carried out in foreign labs which are better equipped. This is also the reason that many students go abroad for their scholarships and fewer come to Poland for the same reason. It is important to reverse the trend so one can stop intellectual exodus and contribute to intensification of work which can be applicable for Polish economy. In order to turn the University of Warsaw into leading scientific centre in the world one should heavily invest in labs, scientific apparatus and librarian resources and library organisation.

The University has got an opportunity to make these investments based on EU Operational Programmes - Infrastructure and Environment, Innovation Economy (see for details in : execution of Investment Programme, including the University Computerization).

3. Execution of investment programme.

We have already pointed out that investments should focus on three campuses – Central (Krakowskie Przedmieście, Powiśle) , Ochota nad Służewiec. In 2009-2016 the investment rate should be maintained as the priorities are to establish teaching and laboratory infrastructure at the Faculties of Humanities and Social Studies , improve living conditions for students by modernization and expansion of dormitories, run upgrades of owned facilities. The total costs are estimated to reach over PLN 1,6 billion.

Execution of plans will not be possible without applying for long-term development plan of University of Warsaw financed by the State budget. The application will be prepared shortly.

3.1. Basic investments of the University of Warsaw.

Planned investments will be conducted in three campuses, including erection of new facilities, modernization and reconstruction of already existing ones. The list of basic investments is included in a document “Perspective investment plan of the University of Warsaw “ which is the enclosure to the document Strategy of the University of Warsaw.

Two top priority and cost-consuming investment projects are connected with establishing “Ochota” New Technology Center (CeNT) and new seat for faculties - Faculty of Modern Languages, Faculty of Applied Linguistics and Faculty of East Slavonic Philology, located at Dobra street.

- “Ochota” New Technology Center (CeNT) (Ochota Campus)

The main investment aimed at providing teaching , scientific and research facilities for experimental studies dealing with priority fields in our economy will include three units at Ochota Campus. Taking into account the size and scope of investment as well as different designation of the units, the whole process was planned to be divided into two phases. The first part involves erection of two units and installation of basic equipment for those units designated for education and scientific work in biotechnology, information & communications technology , physics, materials technology (units: CeNT I will comprise among others necessary IT infrastructure as well as labs servicing all teams within CeNT; CeNT II will comprise Faculty of Physics). The third unit planned within Ochota Campus – Science Center for Biology&Chemistry (CeNT III) will conduct high quality research work in the field of biology and chemistry . Also here in future Faculty of Psychology will be placed.

- Building for Faculties of Modern Languages, Applied Linguistics and East Slavonic Philology , located at Dobra street (Main Campus)

The building is planned to be erected in two phases. Upon completion of the entire project over 100 modern lecture rooms and halls will be provided for the students of the University of Warsaw. The investment will involve modern equipment of language labs, conference halls and computer rooms with broadband internet access.

4. Informatization of the University

Informatization has been one of priorities for the University for many years. A few problems connected within this area have been already solved. The University will still face the most important issues, to name the following:

4.1. Virtual library and database

One of the main tasks is to combine resources of the Main Library of University of Warsaw (BUW) and resources of Faculty libraries to obtain one common library system. This system will help the students and employees to use (borrow) items from all University based libraries.

Interdisciplinary Centre for Computational and Mathematical Modelling (ICM) is responsible for establishing Virtual Library of Science (BWN), an event of nationwide scope . Revolution connected with development of ICT technologies means complete change in scientific communication. The BWN programme will lead to a situation where Poland will have a system integrated with Polish past and future scientific achievements interlinked with common access to world based scientific resources.

4.2. E-learning (distance learning)

E-learning offers an opportunity to eliminate some barriers like geography, time, social aspects , provides access to University education on the highest level. Experience gained over the years by The Centre for Open and Multimedia Education lead to pretty optimistic conclusions. It shows the increasing interest in this form of education both on part of students and academic teachers. This type of education should be developed further on in the area of post-graduate studies, but also as supplementary element on regular Bachelor and Master degree studies, especially for teaching foreign languages. One should strongly support all initiatives leading to setting up new e-courses and promote this form of supplementary education among the students.

“Ochota” New Technology Centre (CeNT) will offer another chance to use ICT technologies in teaching process and research conducted at the University . This project involves purchase, installment and use of relevant infrastructure, resources and software necessary for the education and research processes.

4.3. University Study-Oriented System (USOS)

University Study-Oriented System (USOS) has been a flagship IT project at the University of Warsaw for a couple of years. At present efforts should be made to modify the system into a more friendly-user tool. There is a plan to organize a USOS End-User Council , where members are to notify about problems encountered while using the system.

It is important to make sure that the system becomes official single tool ensuring quality at the University of Warsaw and should provide true, transparent and clear information, including the educational offer.

4.4. The University of Warsaw Intranet system

The University will continue preparation and work with University Intranet System (<https://portal.uw.edu.pl/>) , its main goal is to provide academic staff and students with access to modern tools in scientific, teaching and organization fields complying with state-of-the-arts level. It should enable further integration and better utilization of University electronic resources. Additionally it will force change in information flow, implement standard procedures and rules .

4.5. Modern and friendly websites

University of Warsaw will introduce necessary changes on the websites. All websites of modern University should be friendly for the end-user, have simple navigation and easy access to key information, including foreign language version , “no barrier” version for short-sighted persons.

4.6. Electronic Archives for Diploma thesis, war against plagiarism

The University of Warsaw declared war against plagiarism of degree thesis. Electronic Archives and Electronic Book of Diplomas – these are the projects that should be an efficient tool to fight plagiarism.

4.7. Informatization of management of the University

Informatization of management of the University will be continued comprising among others increased functionality and integration of IT systems in the area of University HR an Finance.

5. Improvement of quality of management of the University

5.1. The University Management System

The following actions are planned in the area of improvement of University Management System:

- Abide the rule of rational expenditure and rational employment
- Actively apply for financing resources from external organizations , including revenues of services rendered by the University or commissioned work
- Introduce motivation policy for administrative personnel to encourage them to pursue higher professional qualifications
- Introduce wider assessment system for employees in connection with promotion and remuneration policy
- Facilitate information flow by means of integration, increased functionality of IT systems (USOS, HMS) and establishing unified University Intranet System (<https://portal.uw.edu.pl/>).

5.2. The Student – friendly University

The University should be managed efficiently and organized in such a way that students, PhD students and candidates get the feeling that the Higher education Institution was made for them and works for them. The University can not perform its educational role if there are no transparent rules. The most important fact is that students must be serviced in all offices in efficient and polite way.

University should take care and help disabled students : adjustment of building and facilities, transportation for seminars, elimination of barriers in respect of equipment and access to IT resources as well as mental barriers and prejudice on part of academic society and the University environment.

5.3. Health Care for staff, PhD students and students

It is necessary to prepare and introduce efficient health care system for staff, PhD students and students of the University of Warsaw.

6. Expansion of University regional liason and internationalization of the University

The Main function of the University of Warsaw as the biggest Higher Education Institution in Poland with great number of scientists and the leading centre of education of future staff for administration and economy cannot be restricted to education and scientific research only.

University is an important opinion making partner, that should give its standpoint on important issues for the country and society. The University should be very determined in its activities to maintain this socially important role traditionally in Warsaw and Mazovia voivodship, expand on national forum, also on European forum, especially in this part of Europe, to which our country feels committed due to tradition, historical experiences and geographical location. Any initiatives directed at strengthening contacts and cooperation between the University and those countries towards establishing agreement in Europe should be supported.

Within University – involving both students and academic teachers, special teams will be built and efforts will be made to react to real challenges and problems appearing in economy and public matters in our region, country as well as Europe. University will support all those activities that will be significant and may result in applications also beyond the University boundaries.

Talking about University ambience one may name also Academic Europe; developing of cooperation with university networks and Europeans associations like Network of Universities from the Capitals of Europe (UNICA) or European University Association should support development of research, improve quality of education and create joined educational offer.

In order to organize a model type public institution of University, open for cooperation and requirements coming from outside, one should follow the detailed targets, as outlined below:

6.1. Development and intensification of cooperation of the University with external environment, including economic partners and self-governance bodies.

New scientific topics, education trends and prestige of the University should result from tightened links with external environment. The University will support those activities and projects of employees, students and individual units in the area of research, consultancy services, educational services, that will respond to demand from our economy, region, that will meet the priorities and goals specified in strategic documents worked out by government and self-governance administration.

The University should actively search for external funds also via cooperation with local, voivodeship self-governance units as well as private sector.

The University will continue its involvement in public debates and popularization of expert knowledge; doing this the University will actively support development of civil society.

6.2. Identification of needs and areas of cooperation with external environment in respect of education and science

University will strive to establish liaison with the external environment to receive feedback from self-government, social and economic units. It is necessary to carry on update of basic information about opportunities, educational and research offer, additionally efforts should be made to determine social requirements for given services. Graduates' careers should be monitored and results thereof used for preparing of the best educational programmes.

6.3. Intensification of international cooperation in academic and research field.

The University should focus on making its activities international, especially in teaching and research. One should use the geographical location of the University of Warsaw in Poland and in the Central Europe as an opportunity to create modern study & research centre of European and international significance.

From this perspective we should understand our need to increase agreements and contracts on cooperation with foreign educational entities, especially in the area of joined educational and research programmes, support of student and academic staff exchange.

In addition one must prepare joined cooperation strategy within LLP Erasmus programme; participate in Erasmus-Mundus projects, start joint educational programmes, try to issue joint diplomas, promote the University of Warsaw abroad, participate in university networks and consortium.

6.4. Improvement of communication with external entities and active promotion of the University of Warsaw

The Management of the University regards the task related to promotion and presentation of the educational and scientific offer to young people and entrepreneurs as one of the most important ones.

The University will strive to prepare effective promotion system of its educational and research offer on the national level as well as it will address it to various target groups abroad. The task should be executed by means of direct contact with potential parties – e.g. the University will participate in relevant exhibitions, fairs, conferences; it will also be present in media and use modern information and promotion materials (electronic and print) addressed to selected target groups in Poland and abroad.

One should remember that popularization of science is one of the most noble form of promotion of the University. That is why the cooperation with media is so vital to popularize the knowledge on most recent research, especially that of importance for our economy and the subject related to cultural achievements and historical portfolio of the University.

One should also put some efforts to expand and utilize the existing best practices in the area of contacts with the youth in secondary schools and implementation of special programmes addressed to children over 16 year old. Here one should take into consideration new communication technologies and distance learning platforms. To strengthen interest of young people it is worth considering the project of the Open University. Selected secondary schools should also be taken by the patronage of the University.

6.5. Development of good relationship and cooperation with the University graduates

Implementation of graduates' career monitoring system should enable maintaining contacts and cooperation with the University graduates. The University should see in this activity an opportunity to highlight prestige and ranking of the Educational Institution and seek areas for cooperation between academic and economic environments, as well as start partnership projects. On the other hand the University educational programmes, knowledge and research should be worked out with close cooperation with the graduates, their knowledge and experience as well as their professional environment.

6.6. Celebration of 200 year anniversary of the University of Warsaw – breakthrough in the University development.

Celebration of 200 year anniversary of the University of Warsaw planned in 2016-2017 will serve as a good excuse to gain more financial funds to enable quicker development of the entire institution, including investments in research and academic area. The event should also be treated as excellent promotion opportunity of the University and its positive image in Warsaw, Poland and outside the country.

Preparation to the Anniversary should start right now and include broad spectrum of activities, from publishing and scientific up to cultural and sports ones. The first phase of the preparations should be finished by 2012.

