



# Excellence and Advancement

## *Résumé* | The University of Warsaw Strategy for 2023–2032

Strategic development of the University of Warsaw, due to the complexity and scale of operations of such a large university, as well as the dynamics of change in today's world and the outside world, requires a vision of a university that is innovative, ambitious, striving for excellence, open to change and dialogue, as well as promoting attitudes of responsibility and commitment.

In order to achieve this over the period of the next 10 years, the UW plans to strengthen capacity building in the area of comprehensive university education, research excellence, efficient and accountable university management, and work environment processes.

# Excellence and Advancement – the azimuth for the University of Warsaw

---

*I am pleased to be able to present the University of Warsaw Strategy for 2023–2032, developed by our University community. I believe that the Strategy will ensure the optimal development of the University and the necessary changes in the coming decade. I hope that we will pursue it together with conviction and commitment. We are and want to be an institution that prides itself on its academic traditions, the great scientific heritage of the University, and a University with a strong sense of uniqueness. A University that can also care about what is unique and specific to us. I do hope that our new Strategy will become a tool which will contribute to the improvement of the conditions for providing outstanding and ground-breaking research, as well as to the strengthening of teaching excellence. We wish to build the University as an open, pioneering but responsible academic community with its foundation built on independence, commitment, courage of thought, tolerance, as well as on respect and dialogue. We highly value the social role that results from our more than two hundred years of tradition in academic education and research. It is therefore clear to us that the learning outcomes and the results of our research work should increasingly serve our social environment, improve people's quality of life, but also contribute to the improvement of the natural environment. Our position as a leader among national academic institutions obliges us to continuously build a strong centre of new ideas, critical thinking, curiosity about the world, and also to foster civic attitudes. We desire to root these values ever more firmly in the University's fundamental responsibilities: academic education, research and cooperation with the social environment.*

Prof. Alojzy Z. Nowak

The Rector of the University of Warsaw

from the introduction to the UW Strategy (selected excerpts)

Strategic development of the University of Warsaw, due to the complexity and scale of operations of such a large university, as well as the dynamics of change in today's world, requires a vision of a university that is innovative, ambitious, striving for excellence, open to change and dialogue, as well as promoting attitudes of responsibility and commitment. In order to achieve this over the period of the next 10 years, the UW plans to strengthen capacity building in the area of comprehensive university education, research excellence, efficient and accountable university management, and work environment processes.

## A new strategy for new times – synergy of tradition and development

---

The strategy outlines the UW development path for 2023–2032, which will result in strengthening the University improvement mechanisms. Thus, the foundation for our activities will include:

- the objectives identified in 1816 by the founders of the University of Warsaw:

” *The University is not only to maintain in the nation the sciences and skills as they already stood in the scholarly world, but moreover to perfect them, propagate them and apply their theory to the use of the community.*

- The Mission Statement, adopted by the UW Senate on 26 September 2001:

- ”
1. *The foundation of the University is the unity of science and teaching.*
  2. *The social mission of the University is to provide access to knowledge and skills acquisition to all those who are entitled to it.*
  3. *The civic mission of the University is to shape such elites of the Polish Republic, which will use “imperio rationis” rather than “ratione imperii” in their activities.*
  4. *The cultural mission of the University is to synthesise universal and local values.*

## The UW vision

We wish the University of Warsaw to be a place for people with passion and ambition, ready for self-improvement, an institution which promotes creative attitudes, courage to take on new research challenges and ambitious teaching, scientific and teaching activity, freedom and independence of the University, respect for the common good and the good name of the UW, high ethical standards, respect for universal values, human rights and civil liberties and openness to diversity.



# Multidimensional objectives – timeless processes in the face of new challenges

Consultation with the academic community on the path forward for the University has made it possible to identify priority strategic and operational objectives in the Strategy. The objectives are embedded in the four pillars of the University's activities (comprehensive teaching; research excellence; responsible university management and infrastructure development; sustainable and activating working environment) and have been arranged according to the most important contexts arising from the current challenges and opportunities facing the University – the so-called dimensions (social impact; responsibility and internal processes; digitalisation; community building and internationalisation).

## Strategy – matrix approach

PILLAR 1.	PILLAR 2.	PILLAR 3.	PILLAR 4.
COMPREHENSIVE TEACHING	RESEARCH EXCELLENCE	RESPONSIBLE UNIVERSITY MANAGEMENT and INFRASTRUCTURE DEVELOPEMENT	FRIENDLY and ACTIVATING WORKING ENVIRONMENT
dimension 1	THE UW IMPACT ON SOCIETY		
dimension 2	RESPONSIBILITY and INTERNAL PROCESSES		
dimension 3	DIGITALISATION		
dimension 4	COMMUNITY BUILDING		
dimension 5	INTERNATIONALISATION		

# Our Strategy lays the foundations for the development of the University of Warsaw and answers four important questions:

---

## 1 How to educate in times of truth-seeking and important social challenges?

### Comprehensive teaching

The University of Warsaw, as the best academic centre in the country, wishes to build a high position in the Central and Eastern European region. For this reason, our priority is, among other things:

- to provide comprehensive, innovative education which strengthens the unity of education and research, and which respects the subjectivity of learners and takes into account the development of digitalisation processes;
- learner-centred education which equips learners with the competences of the future, broadens cognitive horizons, attitudes of openness to the world and critical thinking remains crucial;
- in view of the need for continuous improvement of the quality of education, cooperation with the outside world and making learning pathways more flexible are becoming important.

Our priorities will be assisted by operational objectives framed in several dimensions:

### 1.1 By nurturing talents and attitudes, we change the world

(Dimension – the UW impact on society):

- harmonious development of the knowledge, skills and personality of students and doctoral students, also through the deepening of sporting and artistic culture;
- the development of competences necessary to face complex problems and challenges in a creative way, including critical thinking and analytical skills;
- innovative and interdisciplinary teaching, as well as making educational pathways more flexible, introducing modular formulas;
- cooperation with the external environment in the field of education, including experts, the education sector, and the graduates.

## 1.2 Modern education – focusing on dialogue and participation

(Dimension – Responsibility and internal processes):

- collaboration between teaching units, and the dissemination of best practice at the UW,
- teaching competences and supporting strategic efforts to achieve external accreditation.

## 1.3 Digital innovation in education

(Dimension – Digitalisation):

- promoting and implementing forms of hybrid learning and methods for the verification of achieved learning outcomes.

## 1.4 From master-student relationships to an academic community of values

(Dimension – Community building):

- developing mechanisms aimed at dialogue, good relations and links between all participants in the teaching and learning process.

## 1.5 Exploring and inspiring-international educational exchange

(Dimension – Internationalisation):

- the development of international strategic partnerships to create joint teaching offers and teaching projects, the development of study programmes in English, as well as supporting mobility.

# 2 How do we want to develop ground-breaking research and build an environment conducive to research?

## Research excellence

We will intensify activities allowing for a significant strengthening of research excellence, the development of scientific and infrastructural capacities, including enhancing the support provided to researchers. Consequently, an important direction of development is, among other things:

- building an environment that conducts ground-breaking basic research in possibly all disciplines represented at the UW,
- increasing University involvement in cooperation with partners from outside the national science sector; primarily in research projects and international alliances, as well as in cooperation with the social and economic environment;
- striving to develop and implement solutions that support interdisciplinarity in research;
- technologies and IT solutions available at the University, fostering research competitiveness.

Our priorities will be assisted by operational objectives framed in several dimensions:

## **2.1 Courage and scientific truth**

(Dimension – the UW impact on society):

- cooperation and alliances with European universities and leading research centres;
- the development of areas of excellence as part of a policy to strengthen interdisciplinarity and the transnational character of research teams;
- the development of scientific disciplines and specialisations that constitute the prestige of the University,
- improvement in the responsiveness of research to the expectations of the environment and the challenges of civilisation.

## **2.2 Improving research support processes as a route to research excellence**

(Dimension – Responsibility and internal processes):

- the development and backing for an internal funding and development support system available to all academic staff groups and students;
- organisational and infrastructural support at all stages of the preparation and implementation of scientific projects, and improvement in the scientific infrastructure;
- a consistent system for evaluating and rewarding research achievements and a flexible teaching load formula.

## **2.3 Digital maturity in scientific activities**

(Dimension – Digitalisation):

- increase in access to research and literature data and support digital solutions for open science;
- the development of infrastructure to support integrated and standardised access to information on the University resources, i.e. about conducted research, collaboration, competences, as well as the management of this knowledge.

## **2.4 Interdisciplinarity of research – community of research activities and practices**

(Dimension – Community building):

- the development of systemic organisational solutions shaping optimum conditions for interdisciplinary cooperation between individuals and entire organisational units;

## **2.5 University as a significant research partner in the international environment**

(Dimension – Internationalisation):

- intensifying scientific cooperation within the framework of current international alliances, and strengthening the active search for new scientific partners,
- strengthening our competitiveness as an employer, also for researchers who are temporarily conducting research activities at the UW, but coming from foreign research centres,
- increasing international mobility of those studying at the doctoral schools and young academics.

# 3 What does a modern and responsibly managed University mean?

## Responsible university management and infrastructure development

Keen to strengthen the University as a socially innovative, responsibly managed and sustainably developing organisation, an important direction of development is:

- promoting flexibility and agility, modernity and commitment by adapting processes and procedures, as well as seeking new forms of organisation and funding to enable effective collaborations and the implementation of ambitious projects;
- striving to simplify and improve the efficiency of the University's core processes;
- building and improving relationships within the University, opening up to the demands and needs of the community, fostering a sense of collegiality, inclusion in decision-making processes at the UW and building stronger bonds in the community.

Our priorities will be assisted by operational objectives framed in several dimensions:

### 3.1 Strengthening the authority of the University – towards greater openness, cooperation and commitment (Dimension – the UW impact on society):

- the development and implementation of management tools to facilitate interaction with external stakeholders;
- disseminating good practices in our environment, in particular management and organisational practices which may influence the development of solutions to problems and diverse challenges;
- expanding high quality university infrastructure, including a new Faculty of Medicine, and thus creating functional, people-friendly and environmentally friendly public space on our campuses.

### 3.2 Responsibility and efficiency at the heart of the university performance culture (Dimension – Responsibility and internal processes):

- developing the capacity to manage all processes in a professional manner, and creating conditions for the internal exchange of knowledge and skills;
- strengthening economic stability and efficient management of resources, taking into account the principles of a sustainable approach.

### **3.3 Developing a digital organisation to strengthen cohesion and governance**

(Dimension – Digitalisation):

- ensuring effective access to structured and integrated data in the areas of our core processes and tasks;
- building awareness and developing staff competences for working in a digitised environment.

### **3.4 The University integrated around common values**

(Dimension – Community building):

- strengthening the sense of collegiality and inclusion in decision-making processes at the UW, and establishing stronger links within the community of students and employees, including with those who have graduated from the University.

### **3.5 Supporting the internationalisation of the University as an impulse for development**

(Dimension – Internationalisation):

- raising the standard of infrastructure and improving the organisation of work, study and stays at the UW for people from abroad;
- greater participation of those representing the UW in international partnerships and projects, and the participation of experts and authorities from abroad in university bodies and bodies, including the University Council.

## **4 How to be an employer that is friendly and activating for collaboration and self-development?**

### **Friendly and activating work environment**

Being one of the largest employers in the region, the University of Warsaw intends to become an example of a friendly, tolerant and activating work environment, which means:

- the development of a supportive work culture – including continuous development opportunities for all employee groups and recognition of above-average performance;
- strengthening the ethos of the academic teacher by attracting and supporting outstanding individuals, who develop cooperation with the environment and disseminate science, research and teaching,
- the development of the well-being of all employees, by providing the best work conditions encompassing both professional development and an increased awareness of healthy lifestyles and the individual's impact on the environment.

Our priorities will be assisted by operational objectives framed in several dimensions:

#### **4.1 Strengthening the ethos of the academic teacher**

(Dimension – the UW impact on society):

- attracting staff with competences combining science with teaching and practical skills;

#### **4.2 The University of Warsaw as a friendly employer**

(Dimension – Responsibility and internal processes):

- improving continuously the competence of UW staff, while implementing plans to attract the best people from outside and recruiting talented ones from among those graduating from the UW;
- creating a competitive and motivating remuneration system and transparent criteria for development and promotion;
- developing a *work-life balance* policy.

#### **4.3 Digital transformation and the work environment**

(Dimension – Digitalisation):

- supporting the development of digital competences of all UW professional groups, both academic and administrative;
- adjusting the legal and organisational conditions in order to enable the implementation of the remote and hybrid system elements.

#### **4.4 A supportive, collaborative and responsible academic community**

(Dimension – Community building):

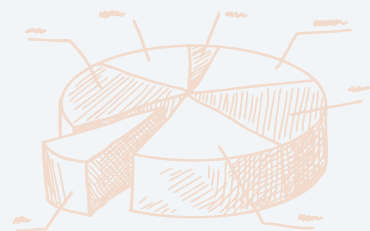
- strengthening equality policies, including caring for the conditions of people with disabilities and neurodiverse people;
- creating a system of academic mentoring to support the empowerment of junior staff, while harnessing the potential of the more experienced staff.

#### **4.5 Professional development through international mobility**

(Dimension – Internationalisation):

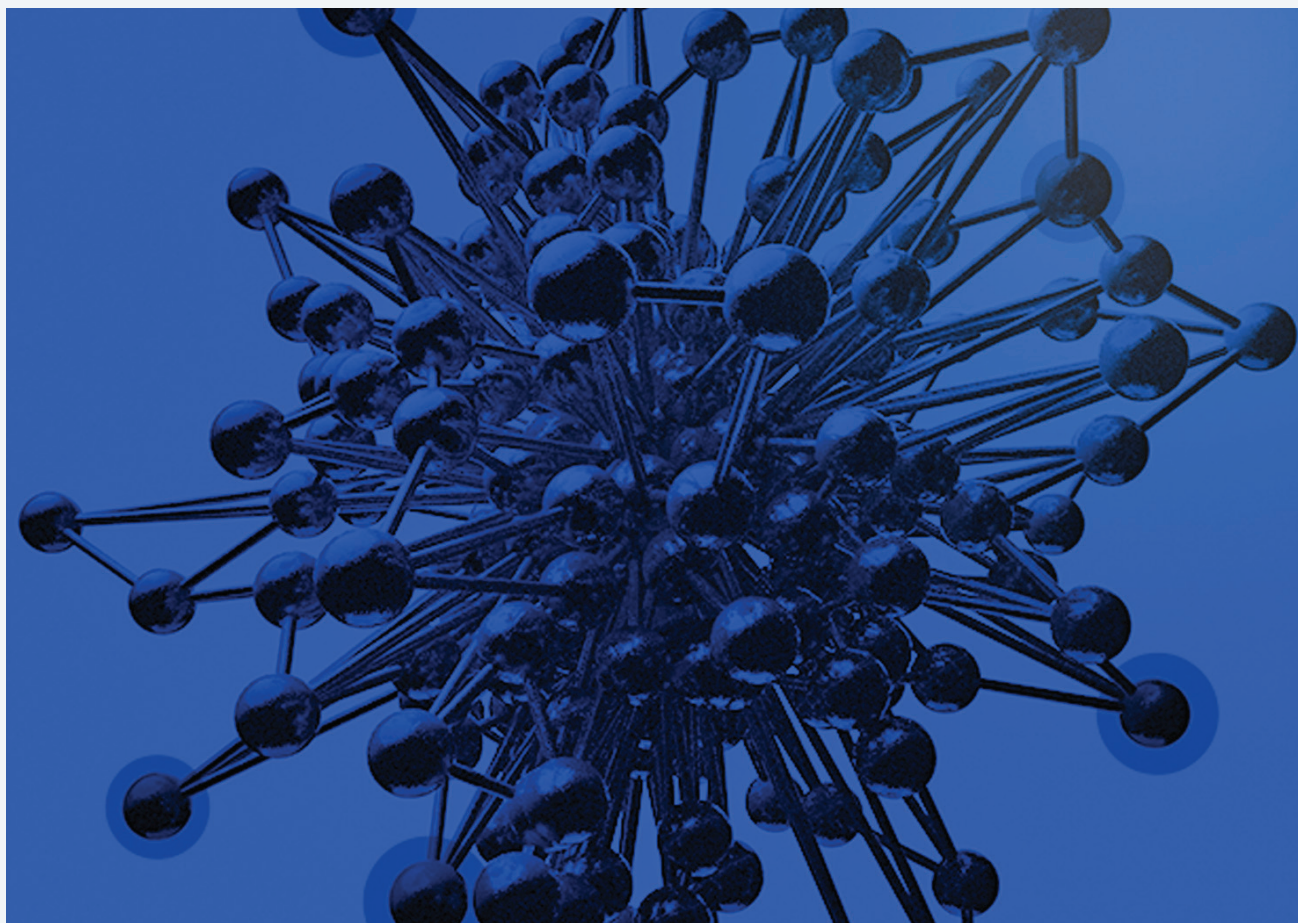
- preparing UW staff for the challenges of international mobility, and creating the right conditions for cooperation and employment of people coming from abroad.

## We are all authors of the new Strategy

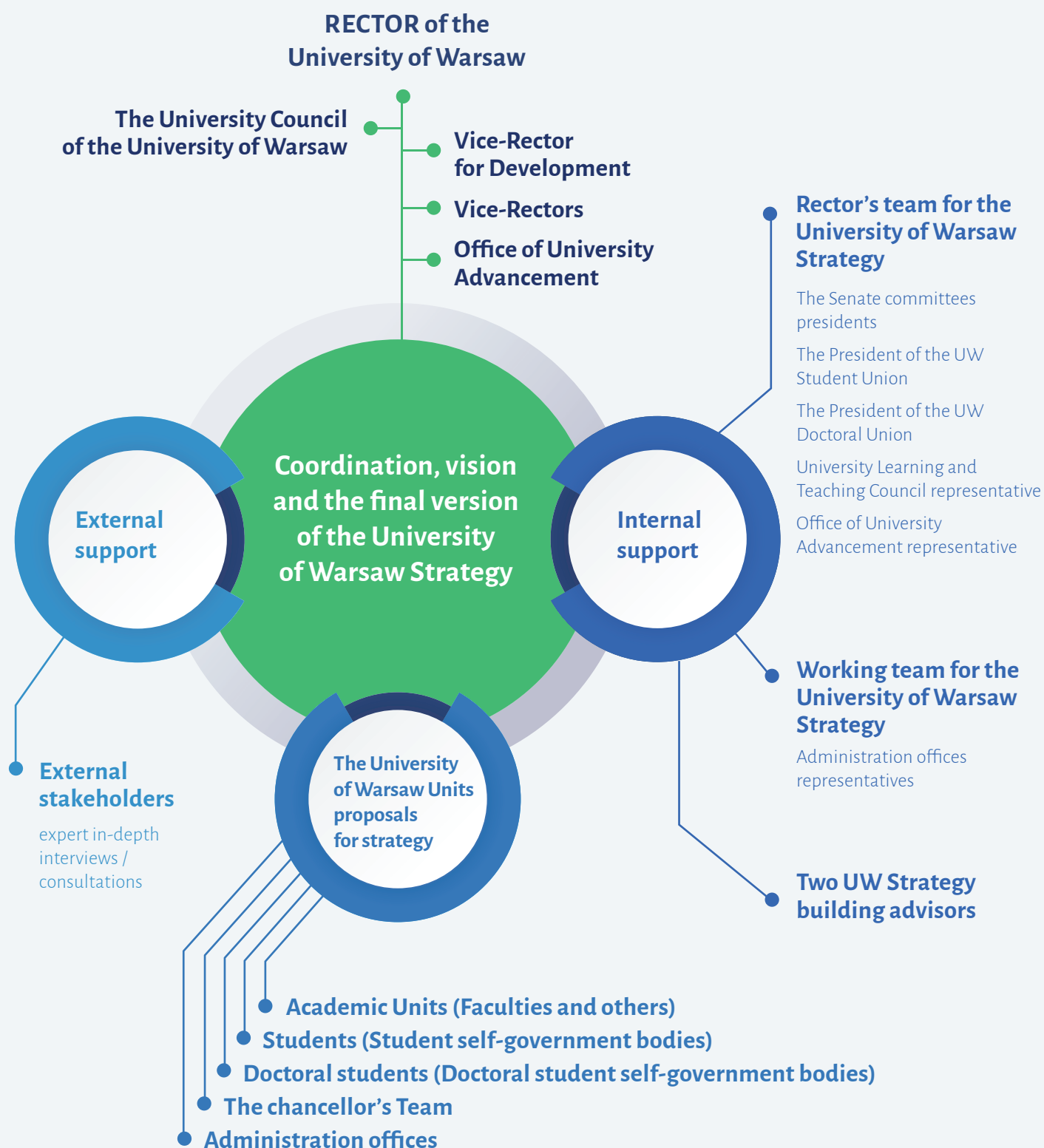


## Working under the sign of academic participation and dialogue with the social environment

We developed our Strategy with the participation of the wider academic community in order to offer conditions for the development of those studying and working at the University of Warsaw, adequately to their needs, as expressed during the workshops, expert consultations, analyses and expectations queries preceding the document development process. The result of the participatory work was the selection of strategic objectives which strengthen the position of the UW as a leading university in Poland, including in particular the status of a research university.



# The UW Strategy – participants in the process and their roles



## Process flow

Query and strategy workshops  
with different groups of the UW  
academic community  
**II – VI 2022**

Consultation meetings  
with Rector's Team  
**V – IX 2022**

Work of Rector's team  
for the University of  
Warsaw Strategy  
– prioritisation of goals  
(content consultation)  
**VI 2022 – VI 2023**

Consultations with  
University Council  
and opinion on the  
Strategy  
**VI 2022 – VI 2023**

The Senate of the  
University of Warsaw  
discussion  
**IX 2022**

Interviews with  
external stakeholders  
**IX – XII 2022**

The University of Warsaw  
Strategy adoption

The Senate of the  
University of Warsaw  
discussion  
**V/VI 2023**

Strategy  
implementation

2022

2023

February

March

April

May

June

July

August

September

October

November

December

January

February

March

April

May

June

July

## Participation in figures

50

### DOCUMENTS

Containing proposed provisions  
for the Strategy provided by  
the University of Warsaw Units

4

### STRATEGY WORKSHOPS

with different groups of the  
UW academic community

88

### Workshop PARTICIPANTS

12

EXPERT individual in-depth INTERVIEWS  
with external stakeholders

50

SENATORS of the University of Warsaw  
participating in the discussion  
on the Strategy at the  
Senate meeting in Chęciny

# The success of the Strategy depends on our shared commitment to its implementation

---

## Strategy implementation

- Working out how to achieve the Strategy objectives will require us to be thorough, flexible and adaptive in our operational planning.
- A detailed Implementation Plan will be developed to operationalise and continuously update the objectives and targets.
- The Strategy document formulates exemplary indicators by means of which the achievement of the objectives in each pillar will be monitored and measured in the following years.
- The implementation Plan will set out activities, target values for indicators, as well as organisational, human and financial resources and an implementation schedule. The implementation of the Plan will take place with the participation of the entire university community.
- We envisage cyclical reviews of the implementation of the Strategy, allowing us to measure the progress of implementation (including the achievement of milestones), as well as updating strategic objectives, targets, deadlines, deliverables and necessary resources.

The Strategy will become an impetus to stimulate the development of the University and the whole community, and will help strengthen the UW position as a leading university in Poland, including in particular its status as a research university. The development Strategy is a concept for strengthening what we do well, but also a vision for the future of the University of Warsaw, and the measure to target efforts and resources toward the of its greatest strength, potential and need. The jointly created Strategy will be an opportunity to engage and identify the community with the University in the upcoming years of joint implementation.

