



Excellence and Advancement

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.

Table of contents

Introduction – by the Rector of the University of Warsaw	03
Executive Summary	06
The mission statement and vision of the University of Warsaw	10
Work on the University of Warsaw Strategy	13
Objectives	22
I Pillar: Comprehensive teaching	23
By nurturing talents and attitudes, we change the world	
Modern education-focusing on dialogue and participation	
Digital innovation in education	
From a master-student relationship to an academic community of values	
Exploring and inspiring-international educational exchange	
II Pillar: Research excellence	32
Courage and scientific truth	
Improving research support processes as a route to research excellence	
Digital maturity in scientific activities	
Interdisciplinarity of research - community of research activities and practices	
The University as a significant research partner in the international environment	
III Pillar: Responsible university management and infrastructure development	42
Strengthening the authority of the University-towards greater openness, cooperation and commitment	
Responsibility and efficiency at the heart of the university's performance culture	
Developing a digital organisation to strengthen cohesion and governance	
The University integrated around common values	
Supporting the internationalisation of the University as an impulse for development	
IV Pillar: Friendly and activating work environment	50
Strengthening the ethos of the academic teacher	
The University of Warsaw as a friendly employer	
Digital transformation and the work environment	
A supportive, collaborative and responsible academic community	
Professional development through international mobility	
Implementation of the UW Strategy	59
Attachment I – Table (matrix) of strategic and operational objectives of the University of Warsaw Strategy for 2023–2032	65

Introduction

by the Rector of the University of Warsaw
Prof. Alojzy Z. Nowak

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 the largest academic community in the country, and one of the largest and most prominent academic institutions in our part of Europe, an institution with enormous potential and great aspirations, thoroughly modern, with a developed culture of innovative research and education, creating and disseminating cutting-edge scientific knowledge, shaping trends and responsible attitudes but at the same time, seeking to respond to current as well as future challenges. 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 at the same time 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. In doing so, I would like to emphasise the special bond that binds the University to Warsaw and the Mazovia region, whose people and institutions are our natural partners.

Among the most important objectives presented in the Strategy are those related to fostering research excellence, building a strong scientific community capable of developing independent, ground-breaking basic research in all possible disciplines represented at the UW, but also innovative works of an applied nature, including those carried out in collaboration with and on behalf of external entities. We see a particular opportunity for the UW in the consistent promotion of interdisciplinarity. The need to address the complex challenges facing our society today, such as e.g. climate change, health care and population ageing, digital transformation and new technologies, or the threats posed by the decline in international security, and finally the crisis of confidence in science, populism, makes it necessary for us to open up to even more intensive and effective cooperation with the social and economic environment. We remain closely committed to sustainable development, as exemplified by the implementation of the "Agenda for climate and sustainable development", translating into support for environmental activities in all aspects of UW operations. I believe that in the coming years our University can become an even more innovative, proactive organisation which proposes and implements

solutions to the most relevant social, cultural, economic or environmental problems. Such innovations we want to foster in all the traditional processes taking place at the University, primarily in research, education and undertakings related to the University's third mission. I am convinced that daring to go beyond the boundaries of traditional academic disciplines and research-based academic education, will allow the UW to become not only a source of ground-breaking discoveries, achievements and innovations, but also a place to build unique competences and to integrate more efficiently our entire academic community.

We will endeavour to ensure that the UW educational offer remains up-to-date, equips our graduates with qualifications that meet the needs of the future, providing them with in-depth expertise, and at the same time encouraging creative attitudes, critical thinking skills and sound risk-taking. Hence, the Strategy places great emphasis on linking university education with participation in research, practice, and on modern forms of lifelong learning. We want to be seen as an open institution and a partner, who in times of crisis affecting confidence in science, contributes significantly to the exchange of knowledge, its dissemination and popularisation in the environment by active academic communication.

The objectives of the University of Warsaw as outlined in the Strategy will only be achieved with the combined efforts of the entire university community; on the one hand, thanks to the commitment and talents of those employed, and the active attitude and participation of those studying; and on the other hand, thanks to a resilient, well-organised, sustainable and well-managed institution supporting these efforts. As part of the Strategy, we want to ensure that we foresee and undertake actions which will help us in the years to come, by applying proactive and effective means, not only to develop but also to make organisational structures more flexible, or to change or modify certain processes and ways of working. I am convinced that this will allow us to increase the efficiency of the University and make even more comprehensive use of our research, teaching and organisational potential. However, unlocking the potential will not be possible without supporting and integrating our community, so that everyone involved and concerned may feel comfortable, can develop their competences and use their skills.

The objectives of improving the financial stability of the University have an important place in the Strategy; as well as economical and orderly management of our resources, the increasing in our capacity to raise and use extra-budgetary funds. Their implementation, in the context of geopolitical uncertainty and social and economic crises, may provide us with the sustainable financial framework necessary to implement the planned undertakings.

Core research and teaching activities in the coming decade will be developed primarily by exploiting the potential of our three university campuses located in Warsaw. We do not intend, however, to neglect our research, scientific and social infrastructure scattered elsewhere in Warsaw and the country, as well as abroad. We assume that existing and new infrastructure development projects and programmes undertaken by the University will be intensified in the coming years, in particular the ones related to capacity development of the new Faculty of Medicine. For these reasons, one of the important aspects, crucial to the success of our investments, will be the acquisition of suitable land for our future projects. The Smart Green University Programme will also be an important part of the process of planning future developments, primarily in terms of a sustainable approach to the natural environment, including the design, implementation and use of infrastructure, as well as the implementation of technologies to reduce the causes and effects of the climate and environmental crisis.

We also recognise the opportunities presented to the University by digital transformation. We will continue to strongly support it in all areas and dimensions that are important to us, also by appropriate adjustment of the procedures and processes associated with this action. We also want to ensure the further development of the broad internationalisation of our University, by setting increasingly ambitious goals in the areas of research, education, including joint study programmes, but also in improving the organisation of international cooperation.

I am convinced that the result of our work on the Strategy is a successful attempt to define the specific role of the University of Warsaw in the context of contemporary challenges to civilisation, as well as such a selection of the Strategy objectives which will allow the UW to maintain its position as a leading university in Poland. At the same time, I hope that the successful achievement of these objectives will contribute optimally to strengthening our status as a research university, which provides modern education, which is an attractive place to work, study and develop the talents of its employees and students from our country and from across the world.

The formulation of this Strategy is based on the assumption that the purpose of the University of Warsaw, the best and largest university in Poland, is to set trends, not just follow them. We would like to see that in the years to come, through the implementation of the Strategy, the University achieves a clear strengthening of its position among the best research universities in Europe. Crucial in the creation of the Strategy, therefore, was getting to know the voice of our entire community, listening to as many demands, views, ideas and intentions as possible. The voice of all groups associated with the University of Warsaw was important to us; namely, persons employed in academic, administrative and service positions, persons in leadership positions at the faculties and administration offices, students, doctoral students, the members of the University Council, the UW alumni, but also the stakeholders from our social and economic environment. I am convinced that this extensive process of drafting and consulting on the new Strategy increases the chances of success in its implementation.

At this point, I would like to express my sincere thanks to all those whose commitment has contributed to the development of the new University of Warsaw Strategy. Hoping for an equally enthusiastic commitment from our entire community to the ambitious plans in the coming years, I invite you to participate in an open discussion on the implementation of the specific actions detailed in the UW Strategy Implementation Plan in subsequent years of its introduction.

Prof. Alojzy Z. Nowak
The Rector of the University of Warsaw

Executive Summary

Excellence and Advancement.
The University of Warsaw Strategy
for 2023 – 2032

Executive Summary

The University of Warsaw Strategy for 2023 - 2032 aims to strengthen the mechanisms for the University's improvement and development. The formulation of development objectives for the next 10 years is the result of extensive consultation with the academic community, and the representatives of external stakeholders. The material collected by means of consultations made it possible to identify priority strategic and operational objectives, which 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) 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; internationalisation).

1.

COMPREHENSIVE TEACHING

Striving to strengthen the role of the University of Warsaw as the best academic centre in the country, but also building its position as a distinguished university in Central and Eastern Europe, we will make it a priority to provide comprehensive, innovative education, respecting the subjectivity of the persons participating in the educational process and using the latest developments in information technology. The University is the place where we will create the best conditions for developing the future competences and for broadening cognitive horizons, developing attitudes of openness to the world and critical thinking. Striving for teaching excellence, we will reinforce the idea of unity of education and research. We want the UW to become an example of a learning organisation which is oriented toward dialogue with the outside world, also as part of strategic international alliances, drawing on the opportunities offered by a multicultural and tolerant educational environment. We perceive modern and comprehensive education as a project which follows in the steps of the changing world, but also as an authorial model, setting new trends, free from pressures of all kinds, created in a spirit of cooperation and a sense of academic community, dialogue and participation.

2.

RESEARCH EXCELLENCE

We will intensify activities to strengthen the development of scientific and infrastructural capacities, including enhancing the support provided to researchers, which will have a significant impact on achieving research excellence. We will strive to build an environment that conducts ground-breaking basic research in all possible disciplines represented at the UW. In order to ensure scientific competitiveness, we will increase engagement of the University in cooperation with partners outside the national science sector, primarily in ambitious research projects and international alliances, as well as in cooperation with the social and economic environment. We will take on new scientific challenges more boldly, making the University a place where research with significant benefits for society and the economy is also carried out.

While appreciating the importance of undertaking collaborations across disciplines and fields and using a variety of methodologies, we will strive to develop and implement solutions that support interdisciplinarity in research. This will be achieved through the planned streamlining of processes to support research, in particular in the improvement and development of financial mechanisms and organisational arrangements which extend the autonomy of research and promoting high quality in all scientific disciplines.

Particular attention will also be paid to accessing to the latest technology and IT solutions, having an increasing impact on the ability to conduct competitive research.

3.

RESPONSIBLE UNIVERSITY MANAGEMENT AND INFRASTRUCTURE DEVELOPMENT

In the coming years, we will strengthen the University as an organisation which is socially innovative, responsibly managed and developing itself in a sustainable manner. We will promote flexibility and agility, modernity and commitment by adapting processes and procedures, as well as by seeking new forms of organisation and funding to enable effective collaborations and the implementation of ambitious projects. In order to better adapt to disruptive changes in the environment, using information technologies, the University will seek to simplify and improve the efficiency of its core processes.

We will engage more strongly in 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.

We would like the University to become a place for the development and implementation of modern management and organisational standards, and building its position as a leader of good practice in systemic solutions for higher education in the country. Investing in university infrastructure and resources with high scientific, educational and social relevance, at the same time, we would like to contribute to the creation of a platform for facilitating partnerships.

4.

FRIENDLY AND ACTIVATING WORK ENVIRONMENT

Being one of the largest employers in the region, the University intends to become an example of a friendly, tolerant and activating work environment. We would like the development of a supportive work culture to mean continuous development opportunities for all employee groups, as well as appreciation of above-average results. Recognising academic staff as a pillar of the University's activity, we wish to strengthen the ethos of the academic teacher. In order to achieve this, we want to attract and support outstanding individuals who develop cooperation initiatives with the outside world, and popularise science, research and teaching. The well-being of all employees will be particularly important.

Our ambition is to provide the best work conditions encompassing both professional development and an increased awareness of healthy lifestyles and the individual's impact on the environment. We will use best practice in internationalisation to improve the conditions for the professional development of those working at the UW. Building a supportive and tolerant community of people employed at the UW, we want it to become one of the key factors in creating a sense of responsibility and belonging, thereby contributing to the strengthening and development of the University of Warsaw.

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 which will allow us 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.

Evaluating the delivery of the Strategy, we will use data collected by offices and units, as well as data generated by the university systems. An important perspective of the implementation Plan is to include the active role of the persons at the University management level (i.e. Rector, Vice-rectors, Chancellor's Team, Heads of the organisational units), but also the operational level of individual organisational units and offices, both at university-wide and faculty level. Their representatives will also be able to support the implementation of the Strategy in an advisory and consultative role delegated to the Steering Committee which will be, among others, the Steering Committee set up for this purpose.

We believe that 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, and, at the same time, also a vision for the future of the University of Warsaw, and the measure to target efforts and resources in the areas 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.



The mission statement and vision of the University of Warsaw

Excellence and Advancement.
The University of Warsaw Strategy
for 2023 – 2032

The UW mission statement

The University of Warsaw, as a public institution, remains faithful to the fundamental objectives of its activities, as indicated in 1816 by its founders:

”

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 University of Warsaw is guided by its Mission Statement which was adopted by the Senate of the University of Warsaw on 26 September 2001:

- **The foundation** of the University is the unity of science and teaching.
- **The social mission** of the University is to provide access to knowledge and skills acquisition to all those who are entitled to it.
- **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.
- **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.





Work on the University of Warsaw Strategy

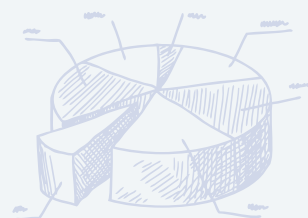
Excellence and Advancement.

The University of Warsaw Strategy
for 2023 – 2032

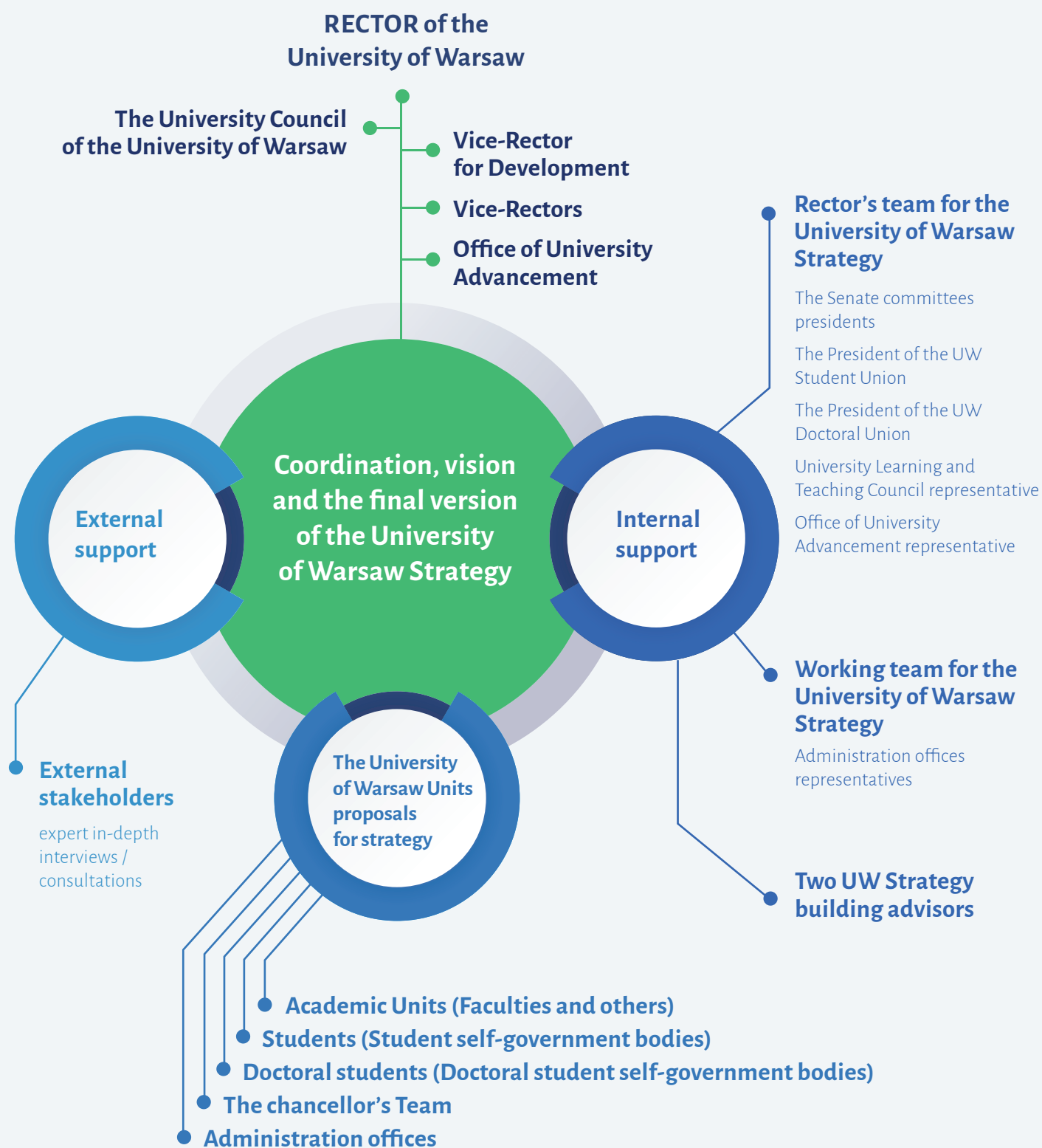
Work on the Strategy / participatory model

The process of developing the University of Warsaw Strategy for 2023–2032 has been based on a participatory model applied to formulate a vision and objectives for the development of our University. Such a model has enabled a broad engagement of all groups of the academic community in defining the way forward for the University of Warsaw. The outline of the vision for the improvement of the University was presented by the Rector's Team, among others, in internal consultations and open meetings with the academic community. This wide participation was based on giving a voice to the entire academic community on the future of the University, i.e. to those representing the employees and students; and the opportunity to exchange views was provided by various workshops, meetings and expert interviews. Findings from individual in-depth interviews with external stakeholders (12 meetings) are described in the qualitative research report. They influenced the final version of the objectives agreed upon, which in the future will be taken into account when designing activities for the Implementation Plan. Proposed objectives for our University strategy were also presented by the faculties and other organisational units, the University-wide administration offices, as well as student and doctoral student self-government bodies. The members of the University Council, the Senate committees, and the University Learning and Teaching Council provided input into the development of the Strategy. We also took into account the opinions of external stakeholders who, in assessing the potential of the University of Warsaw, indicated, during the expert interviews, various developmental aspects relevant from the perspective of their professional experiences and observations.

As a result of the above approach, a wide range of stakeholders participated in the development of the UW Strategy. **The degree of participation in the development of the Strategy is unique in the history of the University. In the course of the work, our knowledge of the University, its potential, and also its challenges for the future, has been significantly expanded.**



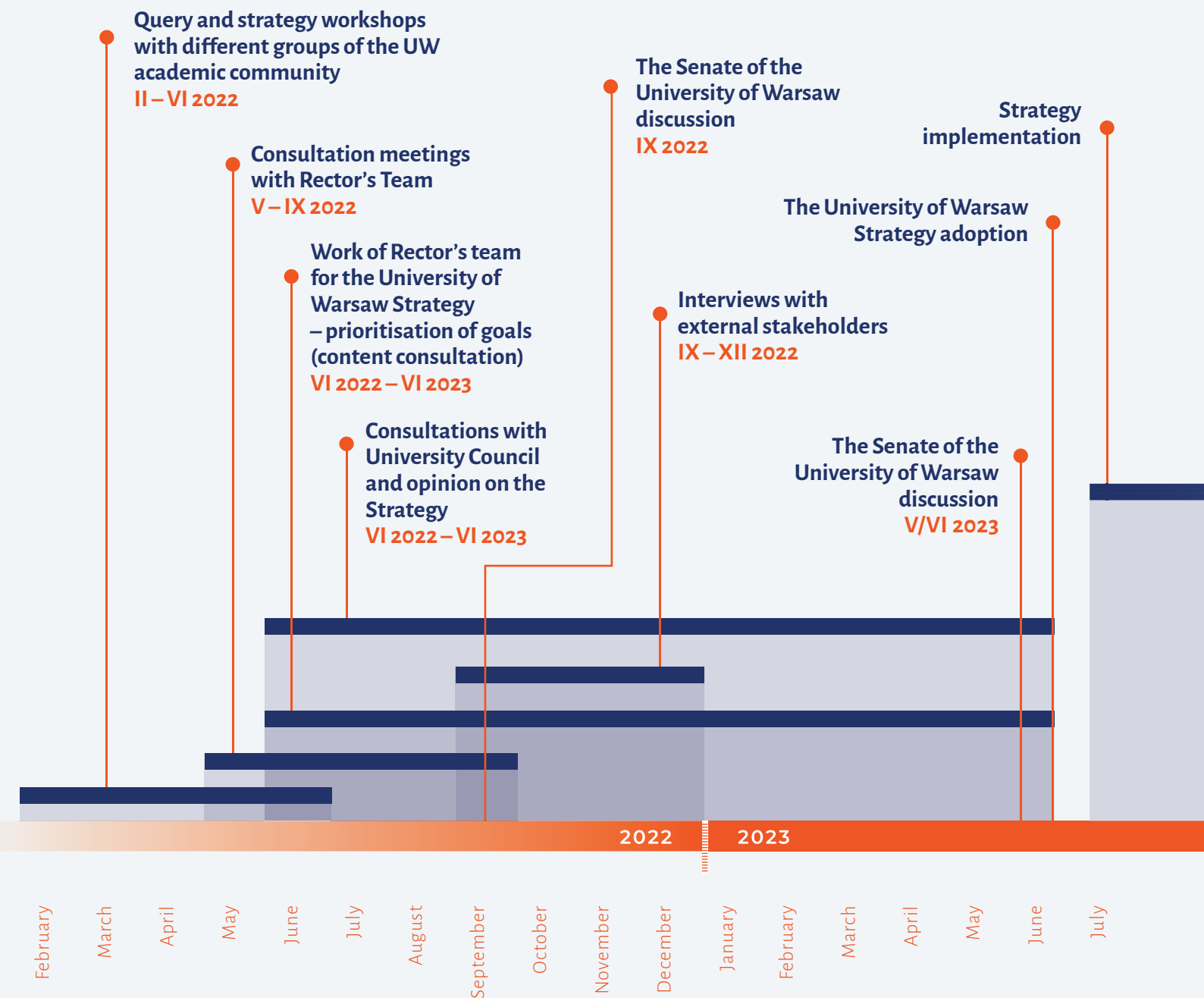
Process participants



Process flow time-line

The path to defining strategic objectives, operational goals and actions led through a series of meetings and internal consultations. Before we entered the workshop phase, we carried out a comparative analysis of the strategies in force in Poland and internationally, which covered more than a dozen universities. In order to obtain the most up-to-date knowledge about the needs of members of the academic community of the University of Warsaw in a direct way, between April and June 2022, we conducted 4 strategy workshops with different groups of the UW academic community, attended by a total of 88 people. These included deans and heads of organisational units, including the chancellor's team, as well as academics, administrative staff, doctoral students and students. A total of more than 50 documents were analysed, which contained proposed provisions for the Strategy provided by, as a result of the search conducted between March and June 2022, the faculties and other organisational units, including the university-wide conducting, among others, of major development programmes and initiatives, as well as by the Rector's Team. The opinions of the external stakeholders were an excellent complement to the material collected; the opinions were expressed during 12 expert individual in-depth interviews conducted between October and December 2022. The role of the UW in a changing world from the perspective of our University strategic objectives was discussed by those representing public administration, business sectors, the education sector, government agencies representing the area of higher education, NGOs, the academic press and the UW alumni.

Process flow time-line



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

Results of the participatory model applied for developing the Strategy

Creating such a cross-sectional document as the University of Warsaw Strategy involves gaining knowledge about the vision, needs and ways to strengthen the development of the UW in the context of current external and internal challenges. The method of collecting information about the current and important development goals of the UW and setting them within the operational reality of this large and complex organisation was based on the workshop method. This method also helped to strengthen intra-university cooperation, a sense of agency and grass-roots action. The result of the moderated workshop meetings was such a selection of strategic objectives which hopefully will allow the UW to strengthen its position as a leading university in Poland, including in particular its status as a research university. From the perspective of the University-wide administration, the process of creating the document was initially inspired by the experience and objectives arising from, among other things, a number of important, strategic UW development programmes currently underway. The workshop work was also based on the development directions of the organisational units (including faculties), the directions which resulted from various types of analysis, discussions and research emerging from our units.

We believe that the Strategy will serve as an important reference point, and, at the same time, an inspiration for the formulation of university planning and normative documents that are in line with it, both created in individual UW units, as well as those developed for specific areas and programmes at the university-wide level.

Strategy Pillars and Dimensions

The work on the Strategy resulted in obtaining extensive and multidimensional material, which required firstly grouping together the proposals from the UW units submitted in the searches and workshops, and then analysing and integrating them. It articulated both the objectives common to the UW as a whole as well as those specific to particular units. The work on the analysis of the material collected as a result of the participation and query was based on the matrix method - a division into Pillars and Dimensions was introduced. The Pillars correspond to the dominant and immanent processes of the University, such as education, research, university management, working environment, whereas the Dimensions correspond to the different contemporary contexts affecting the Pillars.

As a result of the analysis of the material collected during the participatory process, the following Dimensions were defined: social impact, responsibility and internal processes, digitalisation, community building and internationalisation. The analysis of the material gathered shows that the context for developing the Strategy is represented primarily by the changes and challenges of civilisation that permeate all the missions of the University. The Strategy identifies priority strategic and operational objectives, as well as exemplary indicators for their implementation, based on which, during the implementation phase, Actions will be developed (i.e. the Implementation Plan).



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		



Objectives

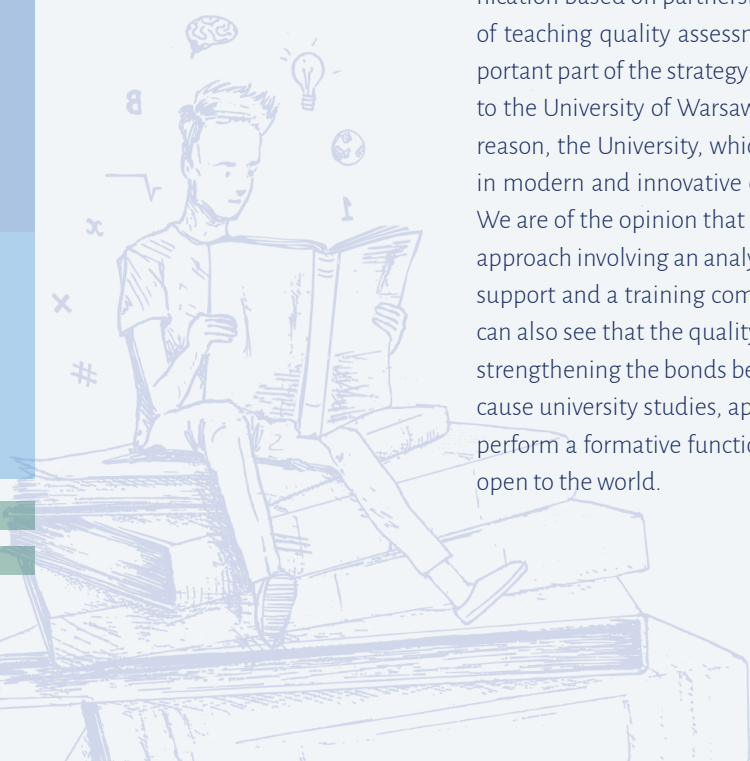
Excellence and Advancement.
The University of Warsaw Strategy
for 2023 – 2032

Pillar 1.

Comprehensive teaching

The dynamic civilizational transformations raise important questions for universities about their role in explaining complex changes, and also about the direct participation of universities in the processes of remodelling the world. University education is of key importance in this context, education which is comprehensive and enables the competences of the future, contributing to the multiplication of social capital. The achievements and potential of our university determines our ability to serve society and our duty to do so. The University of Warsaw recognises the importance of the social impact of our educational activities today. Living in times of uncertainty and risk requires us to be responsible for the reliability of knowledge we create, consolidate and share. The University of Warsaw is keen to open up to cooperation with the outside world, to talk wisely and responsibly not only about educational ideas and outcomes, but also about creating them together, with the participation of those who wait for this knowledge and create it: students, academic staff and the outside world. We see modern and comprehensive education as a project that follows the changing world, but at the same time as an authorial model, setting new trends, free from pressures of all kinds; We bear in mind that teaching is a huge responsibility and a privilege bestowed upon us.

At a time of crisis of authority and a growing need to learn from each other, it is important today to maintain a master-student relationship, expressing a natural appreciation of the teacher's achievements and experiences and the student's desire to improve. However, it requires communication based on partnership, dialogue and participation. We would also like to see the system of teaching quality assessment, perceived as a dialogue-oriented mechanism, become an important part of the strategy of a learning university. We are also aware that young people coming to the University of Warsaw are part of a generation raised in technological proficiency. For this reason, the University, which seeks for the best university applicants and aspires to be a leader in modern and innovative education, wishes to implement solutions to foster digital maturity. We are of the opinion that the prerequisite for success is not only technology, but also a holistic approach involving an analysis of the ways and effectiveness of learning, as well as infrastructure support and a training component, available to both those who study and work at the UW. We can also see that the quality of education is not only measured by numerical indicators, but also strengthening the bonds between students, doctoral students and academic teachers. This is because university studies, apart from broadening horizons and increasing cognitive abilities, also perform a formative function, aimed at shaping the personality and identity of a person who is open to the world.



The University of Warsaw is a university which demonstrates a rich record of foreign cooperation in the field of education, and our strategic endeavour is the 4EU+ Alliance formed by seven prestigious European research universities. Academic international exchange experiences provide, in addition to personal development, also greater knowledge of good practice from different cultural and social contexts. Because of the enormous value derived from such initiatives, the development of strategic alliances in the field of education remains one of the priorities for the University of Warsaw.

1.1 By nurturing talents and attitudes, we change the world



OPERATIONAL OBJECTIVES

1.1.1.

Effective use of the potential of all academic staff and those studying and preparing doctoral dissertations at the doctoral schools.

1.1.2.

Enabling students to participate in ongoing research.

Unity of education and scientific research

The University of Warsaw wishes to develop the idea of the unity of education and research as an essential element of teaching excellence. Unity of education and research means, among other things, that students and doctoral students have access to the latest research results and scientific findings. It is also clear that in a research university, which educates based on the results of its research, students should be able to interact with research staff during teaching and learning activities, as well as the opportunity to actively participate in ongoing research. For this reason, our University wants to ensure in the coming years that the potential of the entire scientific staff, and of doctoral students, is utilised and multiplied. These individuals, by combining their teaching and research achievements, contribute to fulfilling the idea of the unity of science and teaching. In particular, we want to continue on the largest possible scale to include doctoral students in the education process and the use of the results of their scientific work in teaching. The participation of students in ongoing research reflects the development of experienced based learning, and at the same time enhances students' sense of empowerment and agency.

OPERATIONAL OBJECTIVES

1.1.3.

Harmonious support for the acquisition of knowledge and skills and personal development of individuals at all levels of education, including doctoral studies

1.1.4.

Teaching methods and means of verifying learning outcomes that support the student's active attitude and involvement in the assessment process.

Student-oriented education

Motivating the education and self-development of students is an important part of the education system. Therefore, one of the priorities of the University of Warsaw is to support students and doctoral students in the harmonious development of their knowledge, skills and personality. A modern university such as the University of Warsaw wants to personalise support for students and motivate them to pursue formal education of the highest possible standards and impart values important for the development of personality, also through the deepening of sporting and artistic culture.

The University of Warsaw will master solutions conducive to a model of active learning for students and their engagement in the processes aiming to assess the standard of teaching. The experience of universities at the forefront of teaching innovation shows that the open education model, based on sustainable motivations for learning and self-development, helps to meet the new challenges facing society. We also intend to increase the role of feedback from students regarding the learning process and outcomes. It will strengthen peer attitudes at our University and involve students in the process of assessing the teaching standard and its improvement.



OPERATIONAL OBJECTIVES

1.1.5.

University education at all levels and in all forms responding to societal needs, in particular those arising from economic change, cultural change, digital transformation and the pursuit of sustainable development.

1.1.6.

Developing universal competences, taking into account soft skills, including cognitive, social and digital skills and abilities.

1.1.7.

Developing key competences: the ability for lifelong learning, to consciously shape one's own professional and personal development and to apply the knowledge and skills acquired in a variety of professional and social contexts, including multicultural ones.

1.1.8.

Education based on reliable scientific sources, developing critical thinking skills, combined with scientific openness and fostering respect for democratic values, the foundation of civil society.

1.1.9.

Ensuring that teaching innovation, inter-disciplinarity and multi-disciplinarity, as well as the key needs of the social environment and the challenges of civilisation are taken into account in the teaching and learning process.

Providing academic education that meets the challenges of the 21st century

The European education model sets out a vision of education that responds comprehensively to societal needs. We would like to see a university education that equips people with knowledge, skills and competences, but which also forms their personality, being based on an equivalent appreciation of the achievements of the sciences, the natural sciences and the social sciences and humanities; this approach shall increase the potential of the University of Warsaw to find ground-breaking teaching solutions to various societal challenges. In particular, this applies to climate change, digital transformation, adaptation to artificial intelligence solutions, or demographic change. Social changes generate the need to revise learning methods and outcomes, which, in the case of a socially responsible university and the impact it exercises should serve to the social environment and enhance the quality of life of people and the natural environment. The University of Warsaw response to the challenges of the 21st century is also reinforced by the opening and development of the educational offer at the new UW Faculty of Medicine.

Excellent standard of teaching also means teaching universal competences, including cognitive, social and digital competences, which allow for a better understanding of the phenomena being explored. Their natural vehicle should be comprised of the content of particular teaching subjects and the teaching methods applied. These types of competences are essential for dealing creatively with complex problems, and they also trigger imagination and cross-sectional thinking. Therefore, we would like to educate young people who think boldly and consciously. Lifelong learning skills, maturely shaping one's own professional and personal development will enable those graduating from our University to be responsible for themselves and for others.

As a University with a long tradition of teaching, we see how important it is nowadays for education to support people in their development, shaping creative attitudes and creativity. This perspective should not be linked solely to the requirements of the labour market. It is a holistic concept of human development, approach to life and the roles performed. It will result in greater proficiency than at present of those studying in a creative approach to problem solving, the ability to analyse and apply the knowledge acquired. Modern teaching responding to the challenges of the 21st century is based primarily on the heuristic, problem-based and exploratory methods. The problems facing the world today show that we need a society of people capable of independent and critical thinking. Wanting to serve the stability of democratic values, we should educate so that those graduating from our University understand what ethical attitudes are, to be able to deal rationally with changing realities, and that multiculturalism becomes an important inspiration for them to discover the world and its mechanisms.

In order to responsibly analyse and solve the problems of our civilisation, which are the key context for the teaching and research work of universities, the implementation of an innovative approach is required, both in science and teaching. For this reason, we want to strengthen mechanisms that foster teaching innovation and interdisciplinarity. Space is also becoming an important mechanism in the creation and diffusion of teaching innovations. The University of Warsaw, implementing its priority investment project (Multi-Annual Programme) since 2016, develops campuses with teaching facilities which may be characterised by thoughtful ergonomics and take into account the needs of student co-working. Innovative education is, on the one hand, education that emphasises the individuality of the students, their subjectivity, and on the other hand, team work, carried out by people representing different disciplines and areas of study, which can be significantly assisted by modern and welcoming spatial conditions.

OPERATIONAL OBJECTIVES

1.1.10.

Development of an institutional framework for partnership with the outside world in the field of education: creation and evaluation of study programmes, graduation process, involving people with practical non-academic experience in the teaching process, tutoring and mentoring, competitive programmes for students and doctoral students, patronage.

1.1.11.

Providing systemic mechanisms for establishing, maintaining and developing contacts with the outside world and promoting them.

1.1.12.

Developing formulas and mechanisms for cooperation with the entire education sector, especially in the education system, including co-creation of educational programmes, the popularisation of science, promotion of studies at the UW and teacher education.

Cooperation with the outside world

Located in different parts of the city, the University of Warsaw's campuses create excellent conditions for the development of cooperation with numerous entities and institutions, including local partnerships. In the coming years, we plan to develop more strongly the institutional framework for partnerships with the outside world, e.g. at the level of curriculum development and assessment, the graduation process, or tutoring and mentoring, so that it is attractive and mutually beneficial. Such collaboration with the outside world, including people who have graduated from our University, will help the University of Warsaw not only adapt more effectively to, but also influence, external changes. This concept is in line with the idea of experience-based learning, as education using experiences from non-academic practice and research findings. Thanks to the University's collaboration with the business sector, the public sector or community organisations, students will be able to obtain desired managerial skills and to develop entrepreneurial attitudes. The University, in turn, will be able to develop and implement new teaching ideas. We also want to raise our awareness of the opportunities of having research stations, training and community education centres in various locations around the country.

Another dimension of the UW interaction with its environment is the development of cooperation with the education sector, especially the education system. This can include, for example, co-curricular development, science dissemination and training of teaching staff. We plan to strengthen existing and develop new forms of cooperation, not least to ensure that the best candidates apply for our studies.



OPERATIONAL OBJECTIVES

1.1.13.

Providing the conditions for horizontal and vertical mobility between institutions and programmes, through modularisation and short forms of learning, and the development of tools for the recognition, validation and accreditation of formal, non-formal and informal learning.

Flexible learning pathways – offering diverse, coherent and efficient, flexible and individualised learning pathways.

The University of Warsaw, as a modern university, wants to promote flexibility in educational pathways and programmes. We will prepare the conditions for their creation, which will complement the conventional divisions into years and semesters of study with modular education and options for shorter forms. The changing conditions for the acquisition of qualifications and skills make it necessary to develop procedures for recognising learning outcomes and the qualifica-

1.1.14.

Developing procedures for the recognition of learning outcomes and the qualifications of students from other educational contexts, non-traditional students, migrants, in the spirit of the Convention on the Recognition of Qualifications concerning Higher Education in the European Region (the so-called "Lisbon Convention").

1.1.15.

Providing access to information, educational and career counselling and mentoring support to enable the best individualised choice of educational pathways.

tions of students from other educational contexts. The transformations taking place in the consciousness and attitudes of the younger generation, including the need to individualise learning pathways and link theory with practice, as well as social expectations, make it imperative for us to ensure in the coming years the provision of educational and career guidance, mentoring support, as well as to increase accessibility at all levels of education, in particular taking into account the needs of people with disabilities and neurodiversity.



P1

1.2 Modern education-focusing on dialogue and participation



OPERATIONAL OBJECTIVES

1.2.1

Developing a systemic approach to quality assurance across all faculties and levels of learning at the University, in collaboration with teaching units and taking into account identified best practice.

1.2.2.

Developing channels for effective communication between all those involved in the teaching and learning process, as well as in the assessment process; furthermore, strengthening systemic support for improving the competences of academic teachers and those managing academic teaching.

A culture of quality and evaluation

Strengthening the systemic approach to educational quality assurance requires collaboration between teaching units, as well as the dissemination of best practice at the UW. The key factor of this is building and strengthening the University assessment culture, involving the entire academic community: i.e., setting clear objectives and criteria for assessment, communicating its results and implementing the recommendations resulting from the assessment research. Good education is all about disseminating knowledge at the highest level and effective communication between teachers and students, both in the teaching process and in the assessment of teaching itself. In order for academic staff and students at the doctoral schools to improve their competences, we want to offer them more adequate support in their teaching duties. Providing opportunities for the development of teaching competences is crucial to the success of the teaching strategy, especially in the light of working with, among others, people from different cultures or with special educational needs. In the education process, in addition to the knowledge and skills acquired, achieving external accreditation which provides inspiration for further exploration and improvement of our University is of great importance.

1.2.3.

Initiating and supporting activities aimed at the external accreditation of the educational process, both with regard to educational programmes and the overall institutional set-up.

1.2.4.

Fostering and developing a culture of evaluation of the quality of education by defining clear objectives and criteria, systematic evaluation research, communication of results, and implementation of recommendations from evaluation research.

1.2.5.

Promoting and developing an approach to the evaluation of educational quality as an informed participatory process that supports and enhances the professional and personal development of all those involved in the education process.



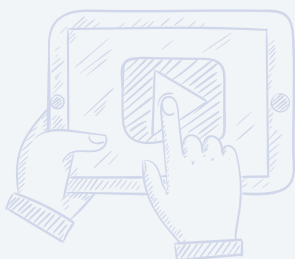
P1

1.3 Digital innovation in education

OPERATIONAL OBJECTIVES

1.3.1.

Promoting and implementing forms of hybrid learning and methods for the verification of achieved learning outcomes, using innovative IT solutions and relevant methodological approaches, together with the provision of appropriate infrastructure and training support.



Innovative education in the age of digital transformation

Without digital transformation in the area of teaching and learning, it will not be possible to fully prepare those undertaking studies at the UW for analytical thinking and innovation, and for solving complex problems. IT tools to support teaching make it more innovative. We would like the digitisation of the teaching and learning process in practice to mean the promotion and implementation of forms of hybrid learning using innovative IT solutions. In particular, our aim is to improve the conditions in which teaching activities are carried out using the methods of distance learning or hybrid learning (blended learning), including the integration of e-learning infrastructure and methodologies. We also plan to provide more support to our academic staff and students in the development of digital competences for distance teaching and learning.

We will also develop methods to verify the learning outcomes achieved; among others, systems to support students, such as the assessment of learning progress and personalisation of educational assistance, as well as the analysis of the use of teaching resources and teaching effectiveness. This type of data obtained from students enables the development of better educational strategies, which is part of an innovative approach to education at the UW in light of the opportunities and challenges of digital transformation.

1.4 From a master-student relationship to an academic community of values



OPERATIONAL OBJECTIVES

1.4.1.

Nurturing good relationships between all participants in the teaching process.

1.4.2.

Undertaking and developing activities to support the integration of people from abroad in a multicultural university environment.

1.4.3.

Supporting the entire academic community in engaging in the process of internationalisation, in particular in the development of linguistic (including multilingualism), cultural and other professional and social competences related to functioning in a multicultural environment.

1.4.4.

Harnessing the potential of people who have graduated from our University and creating systemic mechanisms for cooperating with them.

Strengthening the sense of academic community in the educational process, including in the international context and cooperation with the environment

A good relationship between those involved in the teaching process is the result of many different and interacting activities and their outcomes. This is why it is so important to create the best possible conditions to foster good relations and interaction between academic staff and students and doctoral students. In the future, we would like to see an increased level of participation from the entire academic community at the University of Warsaw in various university events and undertakings that integrate and strengthen ties. Our ambition is also to nurture the development of the students scientific movement as an important platform for the exchange of ideas, the joint acquisition of project grants for research, and the development of social capital.

Wanting to develop systematic contacts and good relationships between staff and students, we should all ensure that the University proclaimed values and the adopted University Mission are consistent with its day-to-day functioning. Such attitudes are particularly important in view of the opening up of the University to people from outside Poland, and those studying on full programmes, short-term exchanges, and to UW staff coming from abroad. Foreign persons employed in research and teaching positions, students coming from outside Poland, as well as those employed at the UW and taking advantage of offers to travel abroad, create a multicultural academic environment, which is very important for building a rich and varied teaching offer. International exchanges represent an extraordinary opportunity to enrich the academic community with new inspirations in the field of education, and improvement of work techniques, which poses also an organisational challenge. For this reason, our strategic objective is to develop activities that support the integration of people from abroad in a multicultural academic environment.

The University of Warsaw, a university with over 200 years of teaching tradition, has educated many great graduates, holding very different and often extremely important positions in the country and globally. We would like to implement the development strategy with the active participation of people who have graduated from our University, and who we perceive as an important part of the academic community. We would like the future experience of working with this group to be systemic and based on a strong relationship, so that these people can come back to us with new ideas, inspiration and opportunities for cooperation in the field of education, e.g. through direct involvement in the teaching process or development and consultation of degree programmes.



1.5 Exploring and inspiring – international educational exchange

OPERATIONAL OBJECTIVES

1.5.1.

Developing multidimensional cooperation with foreign strategic partners in the area of education, with priority given to the creation of new joint degree programmes and double or multiple degree programmes, as well as the implementation of joint teaching projects, including joint teaching offerings.

1.5.2.

Participating in joint ventures related to the implementation of the European higher education strategy, including those aimed at strengthening the European dimension in research-related education and innovation, as well as striving for teaching excellence and greater global competitiveness.

1.5.3.

Developing the offer of study programmes in English, in particular in the second-cycle studies.

1.5.4.

Expanding the range of subjects taught in foreign languages.

1.5.5.

Development of various forms of mobility aimed at those studying and preparing doctoral dissertations, including forms of digital mobility, aiming to make academic exchange a permanent part of university education.

1.5.6.

Developing and disseminating mobility programmes for all academic staff, taking into account teaching activities and promoting the acquisition of professional experience at foreign universities and research institutes.

Internationalisation of education

The University of Warsaw wishes to make the development of multidimensional cooperation in the field of education with foreign strategic partners a priority of the University educational policy in the coming years. One of the key outcomes of this collaboration will be the creation and expansion of a joint teaching offer, including the provision of joint degree programmes, and double or multiple degree programmes. Internationalisation of the University through alliances with strategic partners poses also an excellent opportunity for joint teaching projects in the context of the most crucial challenges of civilisation.



One of the key elements of the internationalisation of education at the University of Warsaw, is also the development of the offer of degree programmes in English, in particular at second-cycle studies, and expanding the range of subjects taught in foreign languages. Indeed, second-cycle studies and the PhD preparation studies are the levels at which the internationalisation of education is expected to intensify. In this way, we also want to be more open to intercultural cooperation.

The University of Warsaw Strategy aims to develop and disseminate mobility programmes, involving academic staff, students at all levels of education and those preparing doctoral dissertations, enabling visits to foreign universities and research institutes. Foreign exchanges serve to improve the quality of education, improve the employability of students, and also contribute significantly to intellectual development of those participating in these programmes. Equally important is the development of virtual mobility for students and those preparing doctoral dissertations. Online collaborations also encourage internationally recognised lecturers to work with our University. The benefits of such programmes can contribute to even better development of the educational strategies at the University of Warsaw.

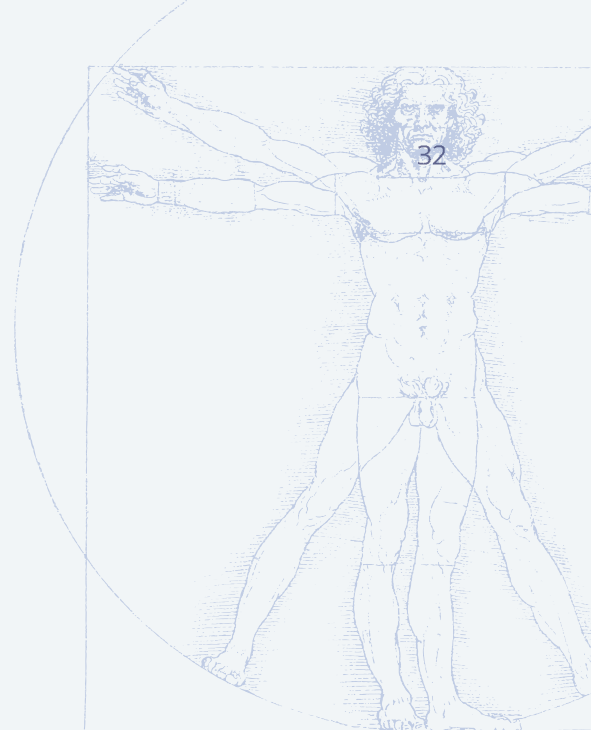
Achieving our objectives under the
Comprehensive teaching pillar
 will be measured first and foremost in terms of:



1. Increase in the number of modified education programmes from the perspective of the challenges of the 21st century, including the issue of sustainable development.
2. Increase in the percentage of interdisciplinary study programmes.
 Increase calculated in relation to the number of interdisciplinary study programmes in the base year (2022); Measurement unit: %; In 2028: 12%; In 2032: 20%.
3. Increase in the number of students in the Faculty of Medicine over 10 years. / Increase in the number of graduates from the Faculty of Medicine.
 Measurement of the number of graduates from the Faculty of Medicine in the final year of implementation of the Strategy; Measurement unit: persons; Cumulative in 2028: 0 persons; In 2032: 160 persons.
4. Increase in the share of lifelong learning in education programmes.
5. Increase in the number of students, doctoral students and academic teachers with international mobility experience during the study period / last 5 years of teaching/research work.
 Increase calculated in relation to the number of academic teachers in the base year (2022).
 Measurement unit: %; In 2028: 15%; In 2032: 30%.
6. Increase in the number of joint degree and double/multiple degree programmes with strategic foreign partners.
 Increase in the number of joint degree programmes conducted by the University of Warsaw with strategic partners in relation to the number in the base year (2022).
 Measurement unit: programmes. In 2028: 7 programmes; In 2032: 10 programmes.
7. Increasing levels of satisfaction with education at the UW, as measured in surveys of students, doctoral students and postgraduate students.

Pillar 2.

Research excellence



The pace of change in today's world makes the importance of strong interconnections among various sectors of social and economic life particularly apparent. Today, the prestige of a university depends primarily on the high level and internationalisation of research. We remain particularly keen to develop at the University basic research programmes conducted in the areas and disciplines that are most promising and recognised, while preserving and developing what is specific, unique and valuable to the University. The activity of an excellent research university must also be reflected in the courage to accept responsibility, for ongoing economic and social processes, and in willingness to get engaged and influence them. We need to anticipate and stay ahead of societal needs and the challenges of civilisation. Modern and engaged science is innovative, cooperates with the economic environment, and rationally responds to its needs. In subsequent years, building on the pro-quality strategic programmes, already in place at the University, such as the Excellence Initiative – Research University or HR Excellence, we will strengthen our efforts to improve the quality of research and support those conducting it. We will improve the transparency and accessibility of all internal procedures related to research activities and to the project support. We will thus strengthen the chances of making breakthroughs in science, influencing the process of solving the main social and economic problems of today's world, as well as providing the knowledge necessary to accelerate technological progress and answer questions related to the functioning and development of our civilisation.

Our aim is not only to digitise the University as quickly and fully as possible, but also to provide access to the latest solutions and technologies to support the organisation and conduct of research. The digital transformation taking place in recent years is one of the most important global development trends. Proper management and use of information technology contributes to the development of science and increases its international competitiveness and flexibility. An appropriate and, above all, stable policy in this area, will facilitate the University in playing its role as an active and important participant in international scientific life.

The University of Warsaw is keen for its academic community to achieve recognised academic distinctions. In order to do so, we will strive for continuous improvement, among researchers and administrative staff, in the level of awareness of the University's internal resources. i.e. its intellectual and infrastructural potential. Efficient and effective cooperation requires us to continuously improve our science and to create flexible rules and procedures encouraging interdisciplinary research, responding to the challenges of the modern world and the resulting expectations and demands placed on universities. While nurturing community spirit, in the years to come we will also ensure that we develop an appropriate policy for maintaining relationships with those who have already graduated from the UW. This will enhance the sustainability of the University by

building links and transferring knowledge within the various stakeholders, and will also increase fundraising opportunities for many university activities, including research activities.

Strong science and a competitive university means attractive international cooperation and exchange. The scientific international community is an invaluable source of inspiration for research yielding important scientific and technological discoveries, and is also a source of intellectual debate, an exchange of knowledge. Cooperation beyond national borders is now supported by numerous international institutions. In its mission statement, the European Research Council declares that it aims to prepare the European research base to respond to the needs of society based on knowledge and to ensure that Europe is able to carry out the frontier research needed to meet global challenges. The University of Warsaw wants to be an active and creative participant in these joint scientific endeavours.

2.1 Courage and scientific truth

OPERATIONAL OBJECTIVES

2.1.1.

Striving to achieve a level of research comparable to the best universities in the region and in the world.

2.1.2.

A strong, opinion-forming scientific and educational unit, enjoying great authority in society, and which is also integrated into the current national and international strand of research problems.

2.1.3.

The development of unique specialities and fields of research that constitute the prestige of the UW.

2.1.4.

Building the research capacity of the UW Faculty of Medicine based on the resources and competences of the UW units.

Achieving scientific and research excellence The courage to take on new research challenges

The best research universities are constantly striving to improve the quality of their research, increasing the chances of making breakthroughs in science, while making it possible to address the major social and economic problems of the modern world. In the years to come, we will promote cooperation and alliances primarily with European universities and leading research centres, taking advantage of the extensive opportunities offered by European Union programmes. We will continue to be active and collaborate within the 4EU+ Alliance, including in the areas defined for it, i.e. in the so-called flagship programmes. We will implement the objectives arising from the Priority Research Areas (PRAs) defined in the Excellence Initiative – Research University programme. Their idea is, among other things, to include and develop new elements in the areas of excellence present at the UW, which should contribute to raising the scientific level of our University as a whole. Thanks to the PRAs, we want to strengthen the interdisciplinarity of the University and the international character of the research teams and communities. We will support those carrying out the research, both in its implementation and in the publication of the results.

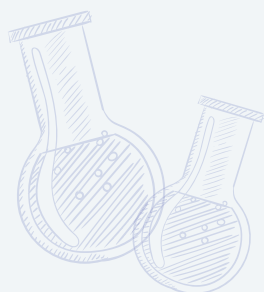
We are also aware that as a modern and inspiring university we must take care to maintain the link between the knowledge created within the academy and the expectations of society. We will therefore strengthen our impact on social and economic life, improve the University flexibility and responsiveness, in particular in the areas of emerging civilizational challenges.

Within the University of Warsaw, there are numerous strong scientific disciplines and unique specializations that contribute to the prestige of the University. We will continue to support and develop these areas, valuing the contribution they make to UW identity. At the same time, recognising the complexity and dynamics of social, economic and technological challenges, we will develop and strengthen new areas of research to further exploit our potential, and consequently strengthen the UW position. This will also be achieved through the return of medical sciences to our University. The establishment of the Faculty of Medicine will strengthen the symbiosis

OPERATIONAL OBJECTIVES

2.1.5.

The University as a centre of intellectual debate, an institution that explains reality and the changes taking place.



2.1.6.

Conducting research in areas that meet current societal needs.

2.1.7.

Developing basic and applied research undertaken with local government units, business and government agencies.

2.1.8.

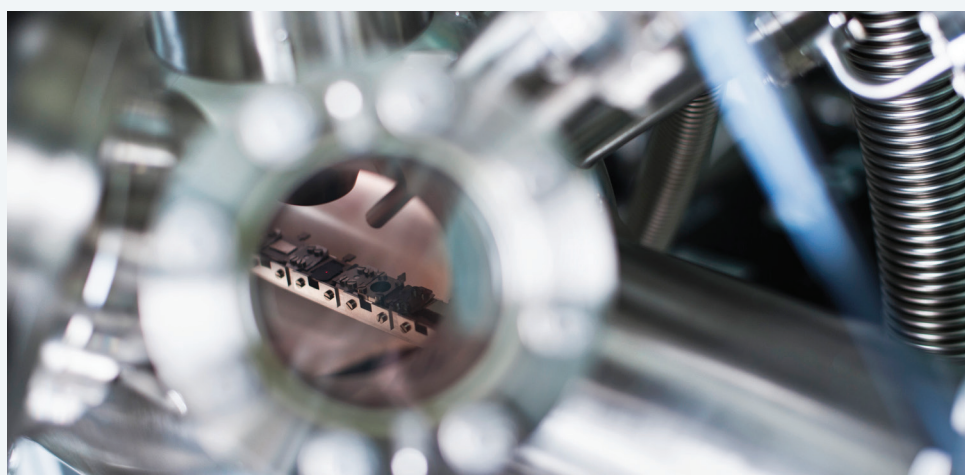
Actively countering the presence of pseudo-scientific theories in the public sphere, promoting rational thinking and building widespread trust in science.

of basic science and medicine, influencing the University important social mission. The assets at our disposal, i.e. outstanding scientific teams, including those conducting research related to medicine and health sciences, and representing the humanities and social sciences, as well as institutional knowledge and competence resources of the existing UW organisational units will facilitate the establishment of a strong Faculty of Medicine. We would like to reinforce its quality with organisational, teaching and research cooperation with high-level medical entities.

The University of Warsaw as a place to conduct research that brings significant benefits and values to society and the economy

Over the decades, advances in science, followed by e.g., modern technologies, services, changes in organisational and consumption models or lifestyles, were the foundation of dynamic civilizational development. Developing and strengthening the University research activities, we must therefore not forget that it should be created with people and their needs in mind. Our role is to be an actor involved in social and economic life, interpreting and teaching not only within the walls of the academy, but also in public spaces.

We are aware that knowledge development also takes place through dialogue and sharing of experiences and competences with different stakeholder groups. The UW, being a strong university with huge research potential, will strengthen its position, inter alia by cooperation with external stakeholders and institutions, from science and business sectors, as well as from social life. Faced with the critical challenges of civilisation and the concomitant crisis of confidence in science, we need to take greater responsibility for promoting basic and applied research and transparent science communication. Ensuring that the University of Warsaw fulfils its mission, we will strengthen our role as a community of dialogue, a centre for intellectual debate. Our activities will serve to cement the UW position as an institution that explains reality and the changes taking place, where the exchange of views and the clash of substantive arguments take place with respect for diversity and personal dignity. At the same time, we remain aware that the popularisation of science must take place in a thoughtful manner, so as to increase the confidence in university research and expert communities. This will reduce the scope for pseudo-scientific views and theories to develop and spread which, by challenging the authority of science, are becoming one of the most serious threats to societies.



2.2 Improving research support processes as a route to research excellence

OPERATIONAL OBJECTIVES

2.2.1.

Internal funding and a development support system available to all research areas and staff groups, doctoral students and students.

2.2.2.

Organisational and infrastructural support in the application and implementation of projects financed from external sources.

Supporting the autonomy of research with financial and organisational instruments

The intellectual freedom that underpins research freedom is not possible without financial independence. To achieve this, the University of Warsaw will develop and support an internal funding and a development support system available to all research fields and to all academic staff and student groups.

Obtaining funding from external sources requires organisational and infrastructural support, both at the proposal preparation and project implementation stages. The UW aims to provide comprehensive assistance in this area and to make these processes user-friendly for all researchers, relieving them of the administrative and organisational burden. Hence, the requirement for further professionalisation of the research service system, including systems for the administrative, financial handling and monitoring of project implementation, particularly for research purposes.

OPERATIONAL OBJECTIVES

2.2.3.

Improving the infrastructure necessary for the development of all scientific disciplines

2.2.4.

Developing a consistent system for evaluating and rewarding research achievements.

2.2.5.

Introducing a flexible teaching workload system to facilitate research work.

Promoting high quality research in each scientific discipline

A top-quality scientific infrastructure is essential for the development of high-quality research. The UW aims to continuously improve it, both in terms of infrastructure for the life sciences and the sciences, as well as in terms of tools and resources used in the social sciences and humanities. This requires paying constant attention to the latest trends and opportunities, and to give the relevant investments the highest priority.

As one University and one community, we have a goal to develop and introduce a consistent system for assessing and rewarding research achievements, supporting the best scientific achievements and eliminating the sense of inequality. The principles adopted in the HR Excellence document indicate the need to take into account, on the one hand, general scientific creativity and research results, and on the other hand, the issue of teaching or the aspect of national and international cooperation, as well as other duties, carried out within the university community.

Research carried out largely through project ventures, i.e. grants, contracts, expertise, requires a great deal of time and organisational discipline, the ability to manage a team and to focus on results, and on their quality. Realising how important the contact with creative people from the research field is for the education process, at the same time, we are aware that the implementation of projects and ensuring the high quality of research require flexibility in the teaching load where justified. We will ensure that this process be facilitated transparently and with the support of the University.

2.3 Digital maturity in scientific activities

OPERATIONAL OBJECTIVES

2.3.1.

Increasing access to research databases and literature databases, and improving the UW Repository.

2.3.2.

Adapting the Knowledge Management Platform to meet changing needs.



Improving accessibility to digital research information, resources, including research data

The ongoing digital transformation of science, its tools and methods, enable researchers to undertake activities on a much broader scale, in a different manner and the scope which differs from traditional science. This also has the effect of increasing the intensity and changing the way research collaboration takes place, reinforces the importance of accessing, collecting and storing increasingly large and complex sets of data, covering different areas of science. This must be accompanied by measures which, among other things, will increase the availability of literature and research data.

Our University has a modern research infrastructure. However, it is necessary to provide the day-to-day comfort of research, also in reference to the use of information and to the provision of easy access to it, i.e. access which is integrated and standardised. This commitment comes with the need to take into account the increasing cost and complexity of data management and data collections. The development of research and research methods using big data will be strongly supported in the coming years, as well as digital open science solutions and other innovations likely to improve scientific collaboration, research organisation and management. As a result, university research teams and academic teachers will be able to cooperate more effectively with partners at home and abroad.

P2

OPERATIONAL OBJECTIVES

2.3.3.

Content-related assistance in solving scientific problems using IT tools, including for the purpose of conducting research exceeding the researcher's scientific discipline.

2.3.4.

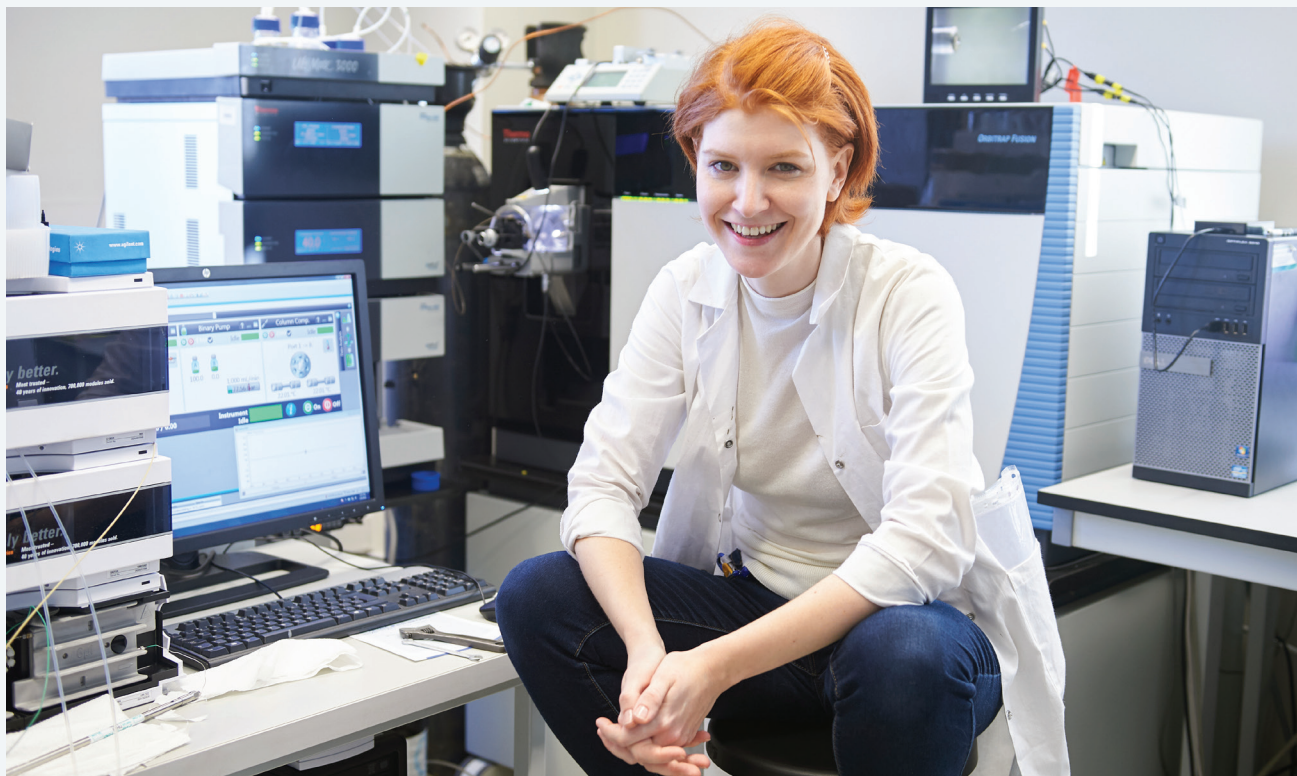
Centrally-coordinated sharing and covering the costs of research software licences.

Widespread availability of computer hardware and software for staff and those studying at doctoral schools, and conducting research in any scientific discipline

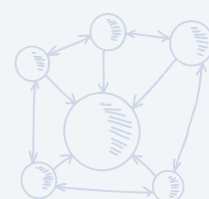
A strategic plan for the digitisation of science, including support for those working within the organisation, is becoming one of the pillars for building a modern and internationally competitive university. The COVID-19 pandemic and a series of resulting decisions and constraints have highlighted how IT technologies have been able to cushion the risks associated with conducting research at the time.

In doing so, we recognise and understand that digitalisation is not just a financial commitment, but also the provision of expertise and technical support on the use of IT tools. Enabling members of the UW academic community, including those at the beginning of their research journey, i.e. those studying at doctoral schools, to achieve ever-higher levels of scientific excellence and to strengthen their potential, requires us to provide support at every stage of their scientific work, and to facilitate sharing of knowledge, experience and good practice among the unites, hence

improving daily research activities using IT tools and digital resources, e.g. through the training system. We realise that further systematic investment in the UW IT infrastructure is necessary in this respect, directly or indirectly supporting research and its service. It is also necessary to create and share various types of IT resources and tools which support key elements of international cooperation to enable and strengthen research in such an environment.



2.4 Interdisciplinarity of research – community of research activities and practices



OPERATIONAL OBJECTIVES

2.4.1.

Supporting the creation and operation of interdisciplinary projects and teams with the participation of staff from various UW units.

2.4.2.

Disseminating knowledge of the research methodologies of different scientific disciplines.

Interdisciplinarity of research and diversity of methodologies

The University wants to follow the dynamics of a changing world, with a direct impact on research areas and issues. There is growing recognition of the benefits of collaborations among different disciplines and fields, including the use of research methodologies specific to other areas - both from the perspective of their own development and the innovativeness of the work carried out together.

Extracting and exploiting the full research potential is a fundamental task of the University of Warsaw. In doing so, we recognise and understand that for this partnership to take place, it is necessary to build optimal conditions for cooperation, both between individuals and entire organisational units. In the years to come, we will therefore support, also by financial means, the initiatives of undertaking and carrying out interdisciplinary projects, forming inter- and transdis-

OPERATIONAL OBJECTIVES

2.4.3.

Research collaborations between people who have graduated from the UW and those currently conducting research at our University in any scientific discipline.

disciplinary groups and teams and thus also applying diverse research methods. We will strengthen systemic organisational arrangements, offering spaces for efficient cooperation, without the risk of reducing the resources and functioning of existing disciplines. And by creating university knowledge bases, allowing, among other things, a better networking of researchers within different units, exchange of knowledge about ongoing projects and initiatives, we will improve the process of internal communication within the UW, which remains a key element of strong interdisciplinarity.

Maintaining and strengthening bonds with the University for those who have graduated from the University of Warsaw, as a form of scientific capacity building

The people who graduate from our University are an extremely valuable resource. A good relationship with this part of the academic community brings a number of benefits to each party. The University gains the opportunity to benefit from the competence and experience of these individuals, their professional relationships, and also the potential of the industries they represent, offering intellectual capital and exceptional research infrastructure in return. In subsequent years, building on good practice in creating an engaged and supportive network of people who have graduated from our University, including in the area of research, we will take steps to strengthen the system of cooperation, both at the level of the UW organisational units, as well as at the university-wide level.



OPERATIONAL OBJECTIVES

2.4.4.

Increasing the availability of high quality doctoral education.

2.4.5.

Dissemination of flexible forms and programmes of doctoral education.

Developing high quality doctoral education at the University of Warsaw

The University of Warsaw strives to improve all areas of its activities. Our role is to offer doctoral students the highest quality education, which involves the acquisition of broad scientific competence to initiate and undertake effective collaboration within a variety of backgrounds and disciplines (not just those in which they have received training).

Being at the beginning of their research journey, doctoral students need special support in developing their research competences. Participation in high-level research projects is an essential part of doctoral studies.

2.5 The University as a significant research partner in the international environment

OPERATIONAL OBJECTIVES

2.5.1.

Intensifying scientific cooperation within international alliances.

2.5.2.

Promoting the UW and seeking new scientific partners.

The University of Warsaw as an important research partner for renowned and leading foreign research centres

The cooperation within the 4EU+ Alliance is one of the UW international cooperation priorities, and its intensification in the field of research is an important objective for the coming years. At the same time, in the face of a dynamically changing outside world, the key challenges for the Alliance, such as increasing the mobility of students and employees, and increasing the integration of the Alliance universities, require an intensification of commitment and activity. On the one hand, the target for joint work should be to increase the attractiveness of 4EU+ on the international stage, but on the other hand, from the UW point of view, an important determinant of development in this area will be the growth of collective scientific and educational endeavours, including joint projects, joint educational modules, including those involving doctoral studies, and increased scientific and student exchanges. At the same time, we will strongly support the continuation of bilateral agreement programmes and scientific consortia, including activities under partnerships and programmes funded by the European Union, which contribute to the increase in the effectiveness of our research internationally.

Bearing in mind the importance of diverse research contacts and the need for them, the University is keen to actively seek new research partners, both within the European neighbourhood, as well as to include leading non-EU and non-European universities and research institutions. This requires strong commitment at the organisational level, and also activities aiming to promote the UW among its potential partners.

P2



Telescope at the Las Campanas Observatory (Chile)

OPERATIONAL OBJECTIVES

2.5.3.

Improving the residence and work conditions for researchers who are temporarily affiliated with the UW, and coming from foreign research centres.

2.5.4.

The UW as a competitive employer for those who graduate and have earned degrees from world-renowned research centres.



Quantitative and qualitative growth of international research teams affiliated with the UW

Creating international research teams remains an important element of the global collaboration. The University of Warsaw will support their creation and development, tackling difficult and complex scientific issues, entering new research areas or, at the institutional level, jointly applying for prestigious grants.

We want the UW to become an attractive place for research professionals representing world-renowned research centres, both in terms of research opportunities and the conditions of stay and work available at our University. To do so, we wish to implement organisational arrangements which respond in a flexible manner to the needs of foreign scholars admitted to the UW for research visits.



Centre of New Technologies

OPERATIONAL OBJECTIVES

2.5.5.

Increasing the involvement of researchers from foreign research centres in education and in the development of educational programmes.

2.5.6.

Development of international mobility of those studying at the doctoral schools and young academics, particularly to and from Central and Eastern European countries.

2.5.7.

Promoting the University of Warsaw brand.

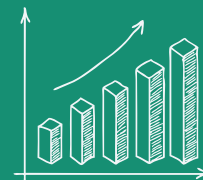
The University of Warsaw as the leading centre for research training in Central and Eastern Europe

Bearing in mind the need for multi-faceted education, we would like to increase the involvement of researchers from foreign research centres in the development and implementation of educational programmes at our University. We believe that diversity, based on diverse scientific experiences and multiculturalism, fosters innovative and creative thinking and thus innovative research ideas.

We also aim to increase the international mobility of those studying at the doctoral schools, including building partnerships in the immediate European neighbourhood. It is crucial for the future of the UW that in the process of academic development young people also become members of the international community, so to build their scientific competence through contacts with foreign universities and research institutions, and abilities to work in cross-cultural research groups.

We know that an appropriate strategy for building and promoting the University of Warsaw global brand is necessary to achieve the above objectives. In the years to come, we will strive to ensure that the UW is seen as a research university with international standards, a university which is competitive and continuously developing.

Achieving our objectives under the **Research excellence pillar** will be measured first and foremost in terms of:



1. Increase in the number of the UW scientific disciplines which have improved their rating in the scientific category.
Increase calculated in relation to the number in the base year (2022);
Measurement unit: item; In 2028: 2; In 2032: 4.
2. Increase in the number of research projects carried out in cooperation with the UW social and economic environment.
3. Increase in the number of ERC or other prestigious grants awarded, both international and national.
Average annual increase in the number of grants awarded as measured by the increase in the number of ERC, Maestro grants (NCN), or other prestigious international and national grants in relation to the number in the base year (2022). Measurement unit: item; Average annual, in 2023 – 2028: 2; In 2029 – 2032: 3.
4. Increase in the number / Increase in the value of research projects funded from external sources.
5. The value of expenditure on the scientific and research infrastructure.
6. Increase in the number of initiatives, projects and ventures carried out by international or interdisciplinary research teams.
7. Increase in the number of consortia, partnerships and international agreements on scientific cooperation involving the UW.
Average annual increase in relation to the number in the base year (2022); Measurement unit: item; Average annual, in 2023 – 2028: 5; In 2029 – 2032: 7.
8. Increase in the number of researchers from abroad: including those employed, visiting professors, research supervisors, and doctoral students.
9. Increase in the number of congresses, conferences and workshops attended by participants and lecturers from abroad.

Pillar 3.

Responsible university management and infrastructure development

Improving and strengthening the stature and importance of our University, we have the ambition to link the University's development objectives with its social impact. New challenges mean that we should consistently develop ourselves as a socially innovative organisation, responsibly managed and developing in a sustainable manner. We want to increase organisational flexibility and agility, modernity and discovery beyond the traditional activities carried out at the UW, namely research and education. The aforementioned values are to penetrate more intensively into management-related areas, work organisation, planning and thus contribute to strengthening the relationship with the environment and fulfilling the third mission of the University. Many of the processes involved in our core business areas are heavily influenced and consequently subject to change. At the same time, their complexity is increasing. In the coming years, universities will be forced to continuously and flexibly adapt their structures and modes of governance, change processes and procedures, and look for new forms of organisation and funding to establish effective cooperation, to carry out ambitious research and teaching projects or undertake sustainable investments.

We will attach great importance to advanced new IT technologies and related solutions, which are changing business models in all sectors around the world. The higher education system has also been undergoing an intensive transformation in this respect in recent decades. Changes include, among other things, moving to cloud-based technologies, adaptation for the use of mobile devices and applications, as well as the implementation of systems and tools used for management and advanced analysis. In the coming years, the digital transformation at the University of Warsaw should potentially be seen as one of the main driving forces behind the reconfiguration and modernisation of our core business processes.

We recognise that all the people who make up our academic community jointly contribute to the mission of our University, to its development and to building its good name. The UW, aiming to be perceived as an institution that makes a positive impact on its environment, builds good relationships, takes a stand on difficult issues and disputes, should particularly protect and nurture the values of its own community. We want our activities to enable the UW to exploit its potential more fully, to be open to the demands and needs of our entire community, including those who have graduated from our University. Openness to the world is also at the heart of the University,

and we see internationalisation as a key part of building the University identity. This is an essential process for further development, but also a condition for preserving and nurturing the values of *Universitas* in the modern world. Active participation in the international academic community opens up more and more opportunities for us as an institution, for the wider UW community, particularly academic staff and students. Undoubtedly, many current and future geopolitical developments, social and economic developments in the longer term may influence and shape the University internationalisation strategy. We need to be aware of these challenges and enable the management of a holistic internationalisation process at the UW in a modern, and flexible manner.

3.1 Strengthening the authority of the University-towards greater openness, cooperation and commitment

OPERATIONAL OBJECTIVES

3.1.1.

Developing management tools, including financial ones, to facilitate collaboration with external research, education, local government and business entities.

3.1.2.

Building the UW position as an urban, regional and national leader and partner, influencing the development of courses of action and agreeing on the positions of different communities, creating opportunities to use the knowledge and good practices of the university.

3.1.3.

Intensifying and strengthening external communication aimed at promoting research results, the successes of academic staff, those studying and preparing their doctoral dissertations, and those who have graduated from our University, as well as good practices and organisational solutions applied at the UW.

The implementation of processes and management standards that have the potential to be disseminated as part of systemic solutions for higher education in the country

The UW will nurture and develop good relations with the social environment, particularly through mutually beneficial cooperation. In the years to come, we plan to develop university management tools, which will significantly facilitate interaction with external research, educational as well as business and local government entities. Our ranking among academic institutions and central location in the capital agglomeration should contribute to building the UW position as an urban, regional and also national leader and partner of the environment. Through the use and dissemination of good practices, including management and organisational practices, we want to show the way forward and make a real impact in developing solutions to local and global problems.

The University should develop the capacity for interaction and engagement at every level: from local, with regard to cooperation with the City of Warsaw, but also with smaller urban environments, through regional, and finally to national and international levels. We would like the UW to be seen as a cooperative organisation and partner that is open to collaboration. At the same time, we will seek to intensify external communication which serves the purpose of exchanging and popularising knowledge and good practice in our environment.

OPERATIONAL OBJECTIVES

3.1.4.

A qualitatively and quantitatively significant redevelopment and expansion of UW infrastructure open to the wider community, enabling the creation of functional, sustainable, people- and environment-friendly public spaces on all UW campuses.

3.1.5.

Increasing external participation in the creation, use and development of the UW sport, cultural and social infrastructure.

Supporting the UW investments with the aim to create and expand infrastructure that has a positive impact on the social environment and sustainability.

The University also has the ambition to create the conditions for a direct impact on the social environment, for example by the redevelopment and expansion of high-quality university infrastructure, including through the Smart Green University Programme. With this, we would like to create a functional, sustainable and people- and environment-friendly public space on all our campuses.

The UW will also facilitate the use of university resources, collections and infrastructure, among other things, by enabling greater participation by people from outside the University in the various events it organises. In particular, this applies to cultural and sporting ventures. We would like the events organised by the UW to become a permanent feature of the city's events calendar, and to contribute to improving the quality of life for those living in and visiting Warsaw and the region.



European Centre for Geological Education in Chęciny

OPERATIONAL OBJECTIVES

3.1.6.

Securing investment space for the Faculty of Medicine and resources for its development.

3.1.7.

Optimal use of the competences and resources of the UW units participating in the creation of the Faculty of Medicine, as well as infrastructural and financial safeguarding of teaching and research related to medical fields of studies in UW units other than the Faculty of Medicine.

Establishing the Faculty of Medicine based on the resources and diversity of the UW to build stronger relationships and impact in the community

Health care and medicine are particular areas of responsibility and challenge facing modern societies. The spread of civilisation diseases, most recently the pandemic crisis, as well as the problems resulting from the ageing of European societies, make us aware of the importance of these issues. The shortage of medical staff in our country is worrying in this context. Given the rapidly growing needs, as well as the huge potential for research and innovation, which lies in the development of medical disciplines and health sciences, we took the decision to reinstate the university Faculty of Medicine. We are aware of the many challenges we will face and which are related to this initiative. Therefore, in the coming years, the UW will take steps not only to ensure the material conditions for the rapid development of this Faculty, but also to develop organisational, management and financial solutions to make better use of the University's existing scientific and teaching potential for this purpose.

3.2 Responsibility and efficiency at the heart of the university's performance culture

OPERATIONAL OBJECTIVES

3.2.1.

Developing a scheme for the distribution of management responsibilities, including finance and infrastructure, between the central administration and the units.

3.2.2.

Simplifying and optimising management processes and procedures, as well as clarifying the rules for organising and coordinating work, decision-making, data collection and documentation in all aspects of UW activity.

3.2.3.

Maintaining a stable financial position - aiming to balance costs and revenues, building financial security and diversifying sources of funding.

3.2.4.

Achieving spatial consolidation of the University and reducing the dispersion of the units across multiple facilities.

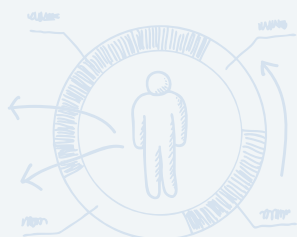
3.2.5.

Strengthening internal communication.

The UW as an improving and responsive organisation - simplifying and improving the quality of managing organisational, financial and investment processes, and standardising and enhancing the management of the university space and infrastructure

The University will maintain and develop professional management of all processes, thus creating the conditions for an exchange of knowledge and skills between employees, teams and organisational units. Implementation of major projects and programmes, such as the Multi-Annual Programme, or the Excellence Initiative - Research University, but also projects and undertakings implemented by individual UW organisational units, make the challenges of management and organisational nature become particularly visible. Where possible, we will implement uniform management systems and procedures, make greater use of modern technologies, tools and systems to facilitate collecting of documentation and data, as well as the management based on their use in the broadest possible sense. We will strive to simplify and optimise management and decision-making processes and procedures, while at the same time creating clear audit procedures to monitor the completion of individual tasks. This will enable all university processes to be more efficient and effective, will improve collaboration between university-wide and faculty levels, and will also make it possible to substantially offset risks arising from weaknesses in certain management procedures and systems, which consequently will reduce costs, both financial and organisational.

Recent changes and challenges, geopolitical instability and the social and economic crisis which we also experience in Poland, focus our attention on measures which strengthen the economic sustainability of the University, economical and appropriate management of resources and diversification of funding sources. Our development plans take into account the improvement of work conditions within the current infrastructure, as well as through the development of research and teaching facilities. In subsequent years, we will see an intensification of existing projects and the implementation of new projects and programmes for the development of the University infrastructure, in particular these related to capacity building of the new Faculty of Medicine. Developing research infrastructure, we will include an area related to the quality of service and leisure, including social, sport and cultural facilities. Important elements in the planning of these projects include: a sustainable approach to their design, including flexibility in the design of space and technology, and the use of state-of-the-art technology that reduces both financial as well as environmental costs of future UW activities. Aiming at spatial consolidation of the UW shall remain a key aspect while planning investments and changes at the University, which will reduce the need to move between campuses. Our strive for a sustainable approach in university operations, the promotion of social responsibility or climate protection issues within the



University of Warsaw should not only manifest itself in the disseminated academic knowledge and in university research, but also become permanently ingrained in our internal routines and daily activities. Only in this way, implementing the provisions of the University Agenda for climate and sustainable development, the UW will be able to contribute more strongly to the creation of a dynamic, active and learning organisation, which will provide a sustainable work and education environment for our entire community in the years to come.

However, unleashing fully the UW potential will not be possible without supporting and integrating the work environment, in which all groups of employees will be able to develop their competences and use their skills. We need stronger community integration, a wider implementation of the participatory co-decision model, involving more people representing different UW groups and communities in governance processes. An important step in this direction will be to strengthen internal communication based on modern electronic systems, built on the good practices used in our University, as well as data that is widely collected, shared and analysable.

3.3 Developing a digital organisation to strengthen cohesion and governance

OPERATIONAL OBJECTIVES

3.3.1.

Establishing clear mechanisms for information flow in horizontal and vertical structures.

3.3.2.

Creating and improving digital workflows and developing IT tools which support the management process, facilitating access to data with the aim to support decision-making at all levels of management.

3.3.3.

Digital proficiency of people employed at the University, including in the area of IT tools and data management, and further computerisation of UW administrative and financial services.

3.3.4.

Upgrading infrastructure and resources related to the digitisation of the UW, including the development of cyber security standards.

Strengthening human, organisational and infrastructural competences for the digitisation of the University

One of the cornerstones of the University's further development will be more effective access to structured and integrated data and information and thus significantly contributing to the improved implementation of the University's core processes and tasks. We will develop clear mechanisms for the flow of information within university structures, as well as simplify the rules and procedures for accessing them. In the coming years, we will dynamize the modernisation and development of IT infrastructure, systems and procedures related to the improvement of digital workflows, as well as provide easier access to data for the purpose of supporting decision-making processes at all levels of management. Advanced analytics in the area of management processes, also based on big data collections, will create an opportunity to multiply the UW potential, will enable more complex and precise analyses of data sets to be performed and better planning and execution of core processes. Developments in the area of digitalisation as a consequence of increased expectations from the University community, will force us to implement IT solutions based, among other things, on the ideas of "user experience" or "mobile first". Increasing digitalisation will also require new skills from those employed at the UW. More support will be needed in order to carry out work efficiently and effectively in an environment rich in digital data. Further investment will also be needed in the coming years to develop our digital assets and the services based on them, while ensuring the highest level of security for these solutions.

3.4 The University integrated around common values

OPERATIONAL OBJECTIVES

3.4.1.

Developing a system to remove formal and financial barriers to integrative/interdisciplinary research and teaching activities, and furthermore providing the conditions for strengthening the importance in global science of research and teaching interdepartmental centres and groups, making resources available and fostering a culture of sharing them.

3.4.2.

Further strengthening and consolidation of the actions promoting equality, diversity, solidarity, respect for ethics and against discrimination, in all aspects of UW activity.

3.4.3.

Widening the inclusion of people from across the University community in decision-making processes at the UW, including in the area of science policy, developing participatory processes and systems for implementing the results of consultations at the UW.

3.4.4.

Developing institutional forms of keeping in touch with people who have graduated from our University, with the aim of building community and involvement in the development of the UW.

3.4.5.

Intensifying communication activities that promote inclusivity and also disseminate the values of the UW academic community.

Ensuring conditions and management systems to improve integration and internal cooperation, as well as to foster equality and inclusivity

The University will create new, more transparent and flexible forms of cooperative organisation, increasing its reach, standard and overall effectiveness, and will simplify and optimise administrative and organisational processes and procedures with the support of digital solutions.

We recognise the need to implement activities to develop a stronger sense of identity, and of community, reaching well beyond the inner circle within a faculty, unit or staff group. One of the objectives we would like to support is to build a culture based on cross-area and interdisciplinary cooperation. Research and comprehensive education, reaching beyond the boundaries of traditional scientific disciplines, provide not only tangible research results or better learning outcomes, but also an opportunity for community building, improving communication, knowledge exchange and mutual understanding between members of our community. In the coming years, we will take measures eliminating organisational, administrative or material obstacles to such cooperation. To ensure the community character of the UW, we will be creating, modernising and equipping a wide-ranging infrastructure with a view to adapting and fostering the integration and cooperation of representatives of different groups in our community. In doing so, we will draw on our existing good practices and experiences, including those related to the infrastructure investments of the Multi-Annual Development Plan and others, undertaken over the past several years, with the activities of the Excellence Initiative – Research University programme (IDUB), as well as the experiences of other organisations.

Community building is also a commitment to fostering attitudes of equality, tolerance and inclusion, including respect for diversity. The objectives of our community should embody the principle that equality and diversity are our strengths, and thus strengthen the University in the fulfilment of its core tasks. We want to identify and eliminate unfavourable practices, to remove barriers that weaken or burden our community. The special involvement of those who make up the UW community in the process of community building should manifest itself in the fullest possible inclusion of those working and studying in the process of decision making at the UW, e.g. by making greater use of participatory methods and implementing the results of consultations held at the University. We would like to promote attitudes and activities that foster a stronger sense of belonging, ethos of collegiality and the common good, as well as to support networks and mutual relationships involving not only the community of people employed and studying at the UW, but also people who have graduated from our University and stakeholders.

Focusing on people and relationships, the UW will ensure proper and effective internal and external communication, so that it remains open and supports us in building a sense of belonging in the community at large where we all feel respected and valued.

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

OPERATIONAL OBJECTIVES

3.5.1.

Increasing and improving the quality of infrastructure to facilitate international cooperation with support for UW activities linked to internationalisation “at home” and the creation of “international campuses”.



3.5.2.

Increasing the involvement of the UW and of persons representing our University in international associations, partnerships and ventures and other foreign bodies involving universities and organisations.

3.5.3.

Ensuring sustainable sources of funding for investment related to the internationalisation of the University.

3.5.4.

Reviewing and improving organisational procedures and processes to support internationalisation, including those related to the creation of documentation and communication in multiple languages, support for international research and teaching collaborations.

Including an internationalisation perspective in the planning and implementation of processes, procedures and standards for the management and organisation of the University, including the management of its resources

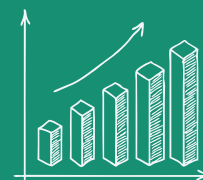
Despite the recent slowdown in international mobility, an increase in the number of people from abroad wishing to study and conduct research at the UW is to be expected in subsequent years. This also applies to those coming for shorter periods as part of academic exchanges. This will require not only a very good educational and research offer, but also to ensure that such individuals are able to function on a daily basis at the University. We therefore need to ensure that the social infrastructure available at the UW is of an appropriate standard and resource. This will be achieved primarily through the implementation of investments resulting from the UW Multi-Annual Development Plan, and the projects planned as part of the Smart Green University Programme.

A very large, potentially transformative impact on the development of the internationalisation of our University is being made by information and communication technologies, both in terms of infrastructure and tools, as well as systems and software. The UW will continue to invest in the development of such resources. Among other things, we will undertake so-called “at home” internationalisation activities, primarily by participating in the construction of elements of the international digital campus of the 4EU+ Alliance universities, which will facilitate online collaboration between partner universities. Digital solutions will not only provide a tool for handling and implementing virtual exchanges, internationalisation of study programmes, but will also enable deeper engagement of the allied university community in creating local solutions to the global challenges of the 21st century.

The UW will support further internationalisation, including through greater participation in university bodies and committees at different organisational levels of experts and people from abroad with unquestionable authority. It will be important to maintain the international character of the University Council. The University will also consistently seek to strengthen its presence, both institutional, as well as the individual persons representing it, in international associations, partnerships, including in particular initiatives contributing to the creation of a European research area.

The set goals and objectives will require measures to support the internationalisation process. Sources of its funding will need to be sought, especially for tangible investments. It will also be necessary to improve our organisational procedures and processes. True internationalisation is also about opening up to mutual understanding with other cultures, seeking to deepen the issue of diversity, making it part of the life of our community. We want to continue to pass on universal values and the necessary intercultural competences to those in employment and to the next generation of students.

Achieving our objectives under the
**Responsible university management
 and infrastructure development pillar**
 will be measured first and foremost in terms of:



1. Increase in the number of UW joint ventures and collaborations with external research, education, local government and business entities.
2. Increase in the area of friendly and sustainable university infrastructure.
 Increase in area of new and upgraded UW facilities and spaces put into use in the subsequent years of programmes, investment and modernisation projects in relation to the base year (2022);
 Measurement unit: m²; In 2028: 171,710 m²; In 2032: 226,170 m²;
3. Achieving an annual financial result in the profit and loss account at a level higher than the average obtained by other universities represented in the Conference of Rectors of Polish Universities.
 Average annual financial result in the UW income statement for 2023-2028 and 2029-2032 > from the average annual result obtained by other KRUP (Conference of Rectors of Polish Universities) universities in identical time periods.
4. Full implementation of a university-wide e-document circulation system.
 Implementation of all planned modules of the university-wide e-circulation system by 2028: 0-1 (1=full implementation)
5. Increase in the number of participatory and consultative processes undertaken at the UW.
6. Assessment of the efficiency of cooperation between administrative units and those working and studying at the University.

Pillar 4.

Friendly and activating work environment



The introduction to the Mission Statement of the University of Warsaw reads: “The University pursues its objectives with the participation of the entire University community: scholars, students and university staff.” We are convinced that without the inclusion of the community, particularly those employed, it will not be possible to achieve success in all our fields of activity. Instability, global crises and, at the same time, high external expectations of higher education will require strong commitment, perseverance and adaptability. The successes we achieve, the ventures we are involved in, but also the values we uphold, including those implemented under the European Charter for Researchers, make our University prestigious and reputable as a modern university. Creating academic excellence and developing modern education, we must not forget that we are at the same time a major employer in the capital city and in the Mazovia region, which obliges us to continuously improve our human resources policy and work environment.

A friendly and activating work environment is one of the most important factors influencing the engagement and level of satisfaction of the employees. Everyone's desire is for a workplace that provides a sense of security, free of prejudice, characterised by a high degree of cooperation and good communication. For decades perceived as a stable occupation, work at an higher education institution has been changing its character for many years. Increasing competition, in particular the race for funding sources, or simply an increasing administrative and organisational burden, cause staff to be increasingly burdened with many additional, strongly involving duties and tasks. In view of these realities, ensuring a work-life balance poses a major challenge we want to tackle.

In the years to come, we want to give greater importance to the principles and values of work-life balance, with a view to the welfare of employees. We believe that by achieving the objectives arising from these principles, those employed will identify more strongly with and engage with the University. This will bring significant benefits to the UW and strengthen its image as a good employer.

The crisis caused by the COVID-19 pandemic has shown that, thanks to the advanced digitalisation of the higher education sector, the majority of universities have been able to react relatively quickly and adapt to the needs of education, research and its administrative service in the new situation. Certainly, one of the important areas of digitalisation that will gain momentum in the post-pandemic period is the whole sphere related to the work environment at universities. Digitisation will contribute to changing or emerging new ways of organising work, which will

make it possible for us to perform it in a more flexible, fluid and autonomous manner, more often than not in isolation from the physical location on the University campus.

The experience of the last few years leading up to the development of the Strategy also made everyone realise the importance of the benefits that a supportive community can provide. They have taught us solidarity, rationality, and greater empathy. Shared values based on kindness, tolerance and respect for diversity, good relations in the workplace, as well as professional support and motivation and high working standards, are extremely important to our community. We are aware that a sense of community, properly enhanced and nurtured, will become the strength of the University in effective adaptability in research and teaching, and in the process of adapting the University structures to face new challenges.

As an institution operating in a globalised world, and responding to an increasing number of challenges, we see even more clearly our rootedness in the global academic community and the involvement in issues and relationships that have an international context. Through mobility and staff exchanges at institutional level, international and inter-university cooperation can be initiated and developed. The skills, competences and knowledge gained in this way, as well as new ideas, will improve many processes and areas at the UW. We can enrich our professional experience, share good practices, as well as learn to implement projects in diverse organisational settings and in a multicultural work environment. The further internationalisation of the University is an important and complex process, and its success in the coming years will require us to take actions, both at the university-wide level and at the level of individual organisational units.



4.1 Strengthening the ethos of the academic teacher

OPERATIONAL OBJECTIVES

4.1.1.

Recruiting staff having the competence to combine science and education and, in disciplines and specialties where possible, with the competence to combine science and education with skills of practical application.

4.1.2.

Including in the evaluation of scientific and teaching performance the activities related to the dissemination and popularisation of science, including publication activities of this nature.

Strengthening the position and prestige of the academic teacher profession

The future success of the UW will depend on our ability to attract talented people. We will be looking for people with the competence to combine science and teaching, people who are open to working with the community and who have skills that have practical applications. We are particularly keen to recruit people whose work, professional experience transcends the boundaries of traditional academic disciplines and fields, which will increase the chances at the UW for ground-breaking research, discoveries and innovations. We need staff who, in addition to disseminating knowledge, skills and competence will also be able to build strong university teams. In order to be able to realise these intentions, we will intensify our activities in the HR sector, including in the area of equal treatment. Plans will be implemented to improve the efficiency of attracting the best possible colleagues, as well as actions for the comprehensive development and management of the talents held.

Using popularisation activities, we will aim to widen the circle of people and institutions that are the recipients of scientific knowledge, as well as those seeking practical and scientific solutions originating from the UW. This will not be possible without more extensive inclusion of dissemination activities in the evaluation of academic staff performance than is currently the case; this should also contribute to a greater appreciation of and commitment to these activities.

4.1.3.

Rationalising and making transparent the additional components of remuneration for all persons employed under a contract of employment, including fixed-term employees.

We will consistently develop the university systems, forms of remuneration and appreciation of those employed at the UW. We want them to reflect well the achievements, especially these carried out as an additional, above-average activity, and at the same we intend to guarantee their transparency and rationality. We believe that the actions we have planned in the area concerning the work environment will, in effect, refresh and better define our employer brand so that the UW is perceived as a friendly place to work.

4.2 The University of Warsaw as a friendly employer



The UW as a workplace for professional development and career change, including the scientific one, during its course

OPERATIONAL OBJECTIVES

4.2.1.

A stable, conscious human resources policy with clear criteria for career advancement, valuing all staff groups, combined with institutional support.

4.2.2.

Support for the possibility of temporary transitions of people between different job groups, including the group of academic teachers, also between job groups: research, research and teaching, and teaching, corresponding to the current work and life situation.



UW Leadership Academy

We know that people are the main strength of the UW; we will therefore support the further integration of the work environment in which our entire community can develop competences and use their skills. To ensure the professional development of all employees, it is necessary to continue existing development activities contributing to the improvement of competences, regardless of the employee group they represent. The inclusion of this commitment at the level of the UW Strategy should send a clear signal that, although we are aware that potential leaders of change can and should be sought everywhere, our main objective should be to build and shape relevant competences among the people who make up the current UW staff. As a responsible employer, we should maintain and improve the capacity to professionally implement all processes in force at the UW, while creating the conditions for the exchange of knowledge and skills between individuals, teams and organisational units. We want those employed at the UW to be able to follow a career path set out by clear criteria for development and clear criteria for career advancement, as well as having the opportunity to change their professional profile. At the same time, we will strive to treat employee evaluations, conducted in accordance with the principles adopted at the UW, were treated as a key element of professional development

and provided an arena for dialogue; we will invariably provide institutional, organisational and instrumental support for their progress. Recruitment, development and promotion processes should be built at the UW using clear procedures that are open to all, respecting the principles of equality and the right to diversity.

The areas of research and teaching cannot function as completely separate fields of activity at the University; namely, because they are part of an integrated system in which high standard of teaching cannot exist without the contribution of research, and vice versa; no significant research capacity can be built without high standard of teaching and a comprehensive system of education. We recognise the importance of maintaining a degree of flexibility and the possibility for people belonging to different groups to transfer between the different areas of university activity and we wish to build a work environment that allows for a work-life balance; therefore, we would like to implement the possibility of temporary transitions between different employment groups.

OPERATIONAL OBJECTIVES

4.2.3.

Competitive with other institutions and motivating remuneration system.

4.2.4

Developing a *work-life balance* policy, including the development of social campaigns and educational programmes on health, safety, the balance between the professional life and private, family life, promotion of sports and tourism activities and environmentally-friendly attitudes.

The University of Warsaw as a friendly workplace implementing *work-life balance* principles.

As a supportive and responsible employer, the University strives to ensure fair remuneration and other forms of incentives for all employees contributing to the development of our activities. We will strive to ensure that this commitment is recognised and rewarded. We would particularly like to recognise those achieving above-average results in their field of activity, committed and demonstrating exceptional performance. We will ensure the further development of remuneration and bonus systems, so that they reflect well on the achievements of those employed, especially if performed as an additional, distinctive activity. It is important that these regulations are transparent, rational, competitive and motivating. Aiming to build a sustainable work environment, we know that in addition to the use of appropriate financial mechanisms, a recognition and reward system, emphasis should also be placed on the development of whole areas of work-life balance policy. We realise that this work environment does not only have a positive impact on us as working people, on our sense of value and security, and thus on our physical and mental health, but also on our families, the quality of the bonds we build, the upbringing of our children, as well as on providing care for parents and other family members in need. We would like the labour regulations at the UW to reflect our holistic view on the employed person as an individual and also as a member of society. We want all those employed to build also in the workplace their knowledge of healthy lifestyles, including nutrition, as well as the individual's impact on environmental protection, and then to share this knowledge with their community inside and outside the workplace. We would like the University of Warsaw to be a friendly and inspiring workplace that cares about the well-being of its employees.



4.3 Digital transformation and the work environment

OPERATIONAL OBJECTIVES

4.3.1.

Strengthening the relevant competences, adapting organisational and legal conditions, and setting up appropriate IT infrastructure for remote working.

Making work arrangements more flexible through the use of IT tools

Digitalisation makes an undoubted impact on the improvement of the work environment, contributing indirectly to work-life balance, and combining professional and caring responsibilities. In the first instance, it is therefore important to identify, plan and implement these digitisation activities which can serve to make work more flexible and which have the greatest impact on improving the quality and efficiency of individual processes. The effective digitalisation of work, combined with making it more flexible and implementing remote and hybrid system elements, will proceed gradually. The UW will carry out the necessary risk assessment of all possible forms of flexible working to be implemented, making sure that they maintain the appropriate rules and conditions to ensure its feasibility and effectiveness, and, at the same time, while protecting the needs of our staff.

In order to implement the commitments made with reference to the flexibility of work forms, it will be advisable to examine needs and improve digital skills of all those employed in all employment groups at the UW. Given the importance and dynamics of the processes involved in using information technology, we would like to see continuous improvement of knowledge in this area. Therefore, it will be necessary to develop a coherent, university-wide model for sharing such knowledge and competences. Improving the level of digitisation in the work environment area will not be possible without the development of concepts and implementation of tooling and technical solutions, including the development or purchase of appropriate infrastructure, software and resources which will facilitate digital support aimed at implementing flexible work practices at the UW.

4.4 A supportive, collaborative and responsible academic community

OPERATIONAL OBJECTIVES

4.4.1.

Taking care in order to maintain a high-level work culture and mutual respect.

Building a sense of shared responsibility for the academic community

Universities are a specific work environment with an organisational culture developed over decades which coexists along modern ideas, being at the same time reinforced by a strong commitment to tradition. The binding element consists here of common values of openness, tolerance and multiculturalism, and respect for human beings as an essential part of the education and academic culture. We are therefore aware that one of the elements of scientific, teaching and organisational success, beyond the entire perfection of other dimensions, is the strive to strengthen and deepen collaboration, stimulate teamwork and nurture diversity.

4.4.2.

Creating conditions for the employment of persons with significant potential from among persons with disabilities, and to improve the work conditions of persons with disabilities already in employment.

We are systematically taking steps to build a work environment free of all manifestations of inequality, and for strengthening the sense of security in all those who make up the university community. We are pioneers in implementing equality measures; more than a decade ago, we were the first to appoint an academic ombudsman; and in 2020, we adopted a Gender Equality Plan, as the first university in the country. Our aim is to further strengthen equality policies and build an organisational culture at the University that supports such initiatives. In subsequent years, in addition to improving the conditions for people with disabilities and for neurodiverse people to function at the UW, we will encourage the recruitment of outstanding academics also from among people with disabilities and will refine the rules to enable this.

OPERATIONAL OBJECTIVES

4.4.3.

Establishing formal and semi-formal inter- and trans-disciplinary inter-faculty research groups and teams.

Interaction and very good cooperation between the internal UW units

The rapid development of civilisation means that modern science must follow these changes, and often identify them before they exercise any impact on social and economic life. This requires an efficient and flexible organisational mechanism. The interaction and cooperation of our internal units create optimal conditions for continuous development and improvement. In an age of challenges at the intersection of many disciplines, it is essential to provide the right facilities and a welcoming environment, fostering the emergence of formal and semi-formal, inter- and transdisciplinary research groups and teams of an interdepartmental nature. While creating modern science or carrying out innovative research, we need to go beyond the current framework and enable the rapid exchange of experience and information, as well as to widen the space for collaborative work for those pursuing research activities in similar or complementary disciplines.

OPERATIONAL OBJECTIVES

4.4.4.

Establish a system of academic mentoring and guidance with the aim of providing support for the process of scientific empowerment and development of the teaching competences of junior staff.

4.4.5.

Making use of the competences of those working beyond retirement age, but only so that, at the same time, no barriers are created to limit the development of junior staff.

Ensuring generational succession in the University units

An important factor which will translate into the strengthening of the University's potential is the process which facilitates scientific empowerment and development of teaching competence of junior staff. We will provide research and teaching career guidance for those with less experience, and will support their participation in research teams as well as in the process of obtaining research grants. This pathway should be pursued in parallel with the preparation of those with more experience and scientific backgrounds to become mentors for junior staff. A similar support shall also be provided by more experienced colleagues to non-academic staff. Working in the academic environment has so far offered job stability. Many people have been associated with the University throughout their professional lives and thus have valuable institutional knowledge. Recognising the role and importance for the University of the activities carried out by those employed in it, continuing despite having reached retirement age, we see an urgent need for action in the area of generational succession, which will benefit both young and older staff.

OPERATIONAL OBJECTIVES

4.4.6.

Providing a preventive health system, sports opportunities, cultural offerings and the development of adequate social facilities.

Developing a culture of well-being

Organisational efficiency and a sense of community are also built through shared social and cultural experiences, supporting and inspiring sporting activities and encouraging health-enhancing activities. This makes us all the more keen to focus attention on raising health awareness, including on mental health, as well as on promoting and expanding sports activities. These initiatives will be complemented by a cultural offer that will allow us to spend time together and integrate our community.

Nowadays, the adherence to work-life balance by an employer poses a very important factor in determining the satisfaction and well-being of employees. In addition to continuing the existing sports initiatives, or the ones related to the organisation of working time, we want to follow modern trends by creating a solid social base, including childcare facilities, as well as a meeting and relaxation space for the entire community of the University of Warsaw. As an employer and within the scope of its competence, the University should provide support to people in difficult situations, in terms of either their life or financial condition, so that with some help they can regain their life balance.

4.5 Professional development through international mobility

OPERATIONAL OBJECTIVES

4.5.1.

Training of academic and non-academic staff in language and intercultural skills. Developing multilingualism, pluralism and pluralistic approaches in order to effectively benefit from cooperation with European and global universities.

5.5.2.

Creating a catalogue of activities equivalent to “physical” mobility and facilitating their use.

Increasing mobility and improving the conditions for mobility

Mobility of staff in academic and administrative groups is one of the key aspects of the internationalisation of the University. We would like it to contribute not only to the enrichment of the knowledge and skills of those taking part in it, and add an international dimension to their professional experience, but also that, through inspiration, the transfer of knowledge and values, and the contacts made, will bring many benefits to the University in the years to come. We plan to continue to support the development of teaching and language proficiency among our staff. Such a strategy also implies opening up to mutual understanding with other cultures, seeking to implement attitudes of appreciation of diversity. It will remain very important to communicate to those employed necessary intercultural competences and knowledge of universal values. Although much has been done in this respect in recent years, we will continue, however, to attach great importance to efficient communication and accessibility to information, documents and procedures on the various aspects of internationalisation, while implementing a policy of greater openness to the international community and cooperation. We will strengthen initiatives to support people from abroad taking up employment with us, so that we can meet the challenge of building a truly intercultural work environment. At the same time, activities equivalent to or supporting “physical” mobility will be promoted, related to the so-called internationalisation at home. Thus, we will enable a wider group of employees and students to benefit from internationalisation and cooperation in an intercultural environment. Further development of electronic tools and resources related to the handling and implementation of internationalisation “at home” will also facilitate the improvement of digital competence and management processes at the UW.

OPERATIONAL OBJECTIVES

4.5.3.

Employment of foreign individuals for research and teaching, as well as administrative posts.



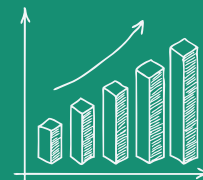
Increasing the attractiveness of the UW as a workplace for talented scientists, including from abroad, as well as administrative staff

The University of Warsaw has a mission to provide its key stakeholders, i.e. those who study and work, with the high level of internationalisation of the UW as an institution. This is gradually becoming a standard and a prerequisite for modern study and work in the now highly globalised world. It is our duty to provide the best international role models and knowledge. Based on ongoing international projects and programmes, as well as through future ambitious research and teaching projects, we will support areas of excellence in science and university education, which will help us build a brand and reputation as an institution worthy of associating one's future with. We will compete more boldly for academic talent, including people from abroad. This will occur primarily through the development of the UW academic excellence, research and teaching reputation.

However, we will also provide stronger support for HR and resource management processes, in particular in the area of improving recruitment, inter alia, by creating a transparent and publicly accessible recruitment policy. This also applies to key positions in the University-wide administration and the UW organisational units. The recruitment policy should take into account the possibility of attracting candidates from both home and abroad. In order to achieve the strategic objective, it will be important to create a very good offer for research career development and employment conditions which will be at least partly competitive with those offered by foreign universities. Developing a friendly, equal and intercultural work environment at the UW should also become our strong asset.



Achieving our objectives under the **Friendly and activating work environment pillar** will be measured first and foremost in terms of:



1. Maintaining the distinction of HR Excellence in the following years
Maintaining the HR Excellence award for each year. 0-1 (1=maintenance for each year of implementation)
2. Increase in the number of activities related to the theme of combining work, family and private life.
3. Increase in the number of development programmes and activities to enhance staff competences.
Increase in development programmes and activities that increase staff competences measured against the number in the base year (2022); Measurement unit: %; In 2028: 10%; In 2032: 20%.
4. Adopting an academic code of conduct/ethics
Preparation and adoption of an academic code of conduct/ethics by 2028. 0-1 (1=adoption of the code).
5. An increase in the area of upgraded and built, as well as produced social infrastructure.
6. An increase in the percentage of foreigners employed as academic teachers.
Average annual increase in the percentage of foreigners employed as academic teachers; Measurement unit: %; For the period of 2023 - 2028: 7%; for 2029 - 2032: 7%.



Implementation of the UW Strategy

Excellence and Advancement.
The University of Warsaw Strategy
for 2023 – 2032

Implementation of the UW Strategy

We see the implementation of the Strategy as a joint project of the entire University, with an active participation from both the university-wide level, as well as from the faculty level, with the involvement of those at the management level (Rector, Vice-Rectors, Chancellor's Team, heads of the organisational units), as well as the operational level. Implementation mechanisms will be in place to allow for the smooth implementation of the Strategy, as well as its eventual modification. We base the implementation of the Strategy on a participatory model, involving the academic community.

The advisory and opinion level (Steering Committee):

For advisory and consultative support to the implementation of the Strategy, and in particular the review of the implementation of the strategic objectives, a Steering Committee (abbreviated to the SC) will be set up; it will include, among others, the Vice-Rector for Development, and the Rector's Team for Strategy (chairpersons of senate committees, a representative of the University Council for Teaching and Learning and of the Office for University Advancement, the president of the students self-government body, the representative of the doctoral students self-government body). The committee will be chaired by the Vice-Rector for Development. Meetings will be held on a six-monthly basis or more frequently as required. The results of the Committee work will be reported to the UW Rector.

Coordination and monitoring level (Strategy Coordination Team):

The Strategy Coordination Team (abbreviated to the SCT) will be responsible for the coordination and monitoring of the strategic and operational objectives of the Strategy (using, among others, indicators); the Team will consist of the Vice-Rector for Development, as the head of the Team, and the Office for University Advancement, as well as other Vice-Rectors as supporting the coordination process in accordance with the competence distribution of the

vice-rector divisions. Meetings of the Team will be held on a quarterly basis or more frequently as required. The results of the CST work will be reported to the UW Rector.

Executive level (Strategy Executive Teams):

Direct supervision of the implementation of the operational objectives of the Strategy (using indicators, among others) and their implementation will become the responsibility of the offices and departments of the university-wide administration, in accordance with the division of competences of the Vice-Rectors as their superiors. The implementation level of the Strategy will also be entrusted to the UW faculties and organisational units, depending on the needs as well as the capacity of the organisational units. The implementation of the Strategy will be based on the principles of close cooperation between university-wide and unit-level actors. In order to increase the effectiveness of the implementation of the Strategy, the Strategy Implementation Teams (abbreviated to the SIT) will be established corresponding to the scope of the different pillars of the Strategy. Each SIT team will be chaired by a Strategy Executive Team Coordinator. The executive level of the Strategy will be the responsibility of key process managers at the University. Meetings of the Teams will be held on a quarterly basis or more frequently as required. The results of the work will be reported to the Strategy Coordination Team (SCT).

The proposed implementation of the Strategy is linked to the matrix approach to the objectives contained in the description of the Strategy (4 pillars, 5 dimensions), which should reinforce the horizontal/transversal perspective of the Strategy's implementation that is important for the UW. Intermingling of the Strategy measures and pillars will create good conditions for cooperation between all organisational units of the University (at the university-wide and faculty levels) in a cross-cutting manner. In order to efficiently manage the Strategy and its implementation, we envisage the organisation of dedicated training courses on issues such as strategic management in higher education, change management and team building, using current and future project opportunities to strengthen staff competences and build awareness of the role of strategy in organisational development.

With a view to strengthening the identification of members of the UW community with the objectives of the Strategy and involving them in the implementation of these objectives, a "UW Strategy" bookmark will be placed on the University website to provide up-to-date information on the progress of the Strategy and to enable knowledge sharing. An opportunity will be available for members of the UW community – both the employees and students of the University – to submit ideas, on the implementation of the Strategy and its possible modifications arising from current opportunities and challenges. It will also be possible to exchange viewpoints based on experiences on the role of faculty and unit strategies as important factors supporting the implementation of the University-wide Strategy. A short version of the Strategy (résumé) has also been prepared for communication and promotion purposes. The implementation of the Strategy will be reported annually to the members of the UW Senate in accordance with the applicable rules of the University Statutes. The above mechanisms for managing the implementation of the Strategy will provide the UW community with knowledge of how our University is changing and improving. A description of the principles and a general organisational chart for the implementation of the Strategy will be published in an Ordinance of the UW Rector.

The implementation phase of the Strategy will be based on the assumptions enclosed in the Implementation Plan which contains operationalized strategic and operational objectives of the Strategy. It will include the identification of the most important actions to achieve the stated objectives, as well as defining the value of their achievement indicators over a 10-year period. The exemplary indicators proposed in the Strategy relate to the key processes of the University and pose an expression of the evolutionary approach in the implementation of the Strategy. Proposals for specific activities will result from the analysis of the material collected as part of the workshops, searches and intra-university expert consultations conducted to date. Furthermore, the process of operationalisation will include the identification of organisational, human and financial resources which support the implementation of the Strategy, as well as a timetable for action.

The proposed implementation model will strengthen the synergy between the different organisational units of the UW, resulting in a sense of the common good that is our University. An important mechanism for the implementation of the stated objectives, measures and indicators consists of the existing university-wide development programmes such as the Excellence Initiative – Research University programme (IDUB), the University Integrated Development Programme (ZIP), the Multi-Annual Programme, 4EU+, but also those to be created in the future. They represent a key strategic resource for our University due to their scale, high added value, cross-cutting nature and the fact that they address important societal needs.

These mechanisms and the actions they contain will become key elements of the Implementation Plan, which will ensure that the Strategy can be monitored during the implementation phase and will allow the progress of implementation (including milestones) to be measured. Given the long-term nature of the Strategy, we plan to review its implementation periodically with the possibility of updating the objectives and targets according to changing circumstances.

We would like the Strategy to provide the impetus for the development of the University and the community as a whole, allowing the UW to consolidate its position as the leading university in Poland, in particular its status as a research university. The development Strategy is a concept for strengthening what we do well, and, at the same time, also a vision for the future of the University of Warsaw, and the measure to target efforts and resources in the areas of its greatest strength, potential and need. We believe that the Strategy implementation programme structured in this way will contribute to a pro-quality change at our University, for which the attitude of involvement of all of us in the whole process of implementing the Strategy will be a supporting factor, i.e. the authorities of the University and its organisational units, students and employees, as well as a shared sense of identification with the goal of the development and excellence of the University of Warsaw.

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		

Pillar 1. Comprehensive teaching

1st Dimension – the UW impact on society *By nurturing talents and attitudes, we change the world*

OBJECTIVES

Strategic objective:
Unity of education and scientific research

1.1.1. Operational objective:
Effective use of the potential of all academic staff and those studying and preparing doctoral dissertations at the doctoral schools.
1.1.2. Operational objective:
Enabling students to participate in ongoing research.

Strategic objective:
Student-oriented education

1.1.3. Operational objective:
Harmonious support for the acquisition of knowledge and skills and the personal development of individuals at all levels of education, including doctoral studies
1.1.4. Operational objective:
Teaching methods and means of verifying learning outcomes that support the student's active attitude and involvement in the assessment process.

Strategic objective:
Providing academic education that meets the challenges of the 21st century

1.1.5. Operational objective:
University education at all levels and in all forms responding to societal needs, in particular those arising from economic change, cultural change, digital transformation and the pursuit of sustainable development.
1.1.6. Operational objective:
Developing universal competences, taking into account soft skills, including cognitive, social and digital skills and abilities.
1.1.7. Operational objective:
Developing key competences: the ability for lifelong learning, to consciously shape one's own professional and personal development and to apply the knowledge and skills acquired in a variety of professional and social contexts, including multicultural ones.
1.1.8. Operational objective:
Education based on reliable scientific sources, developing critical thinking skills, combined with scientific openness and fostering respect for democratic values, the foundation of civil society.
1.1.9. Operational objective:
Ensuring that teaching innovation, inter-disciplinarity and multi-disciplinarity, as well as the key needs of the social environment and the challenges of civilisation are taken into account in the teaching and learning process.

Strategic objective:

Cooperation with the outside world

1.1.10. Operational objective:

Development of an institutional framework for partnership with the outside world in the field of education: creation and evaluation of study programmes, graduation process, involving people with practical non-academic experience in the teaching process, tutoring and mentoring, competitive programmes for students and doctoral students, patronage.

1.1.11. Operational objective:

Providing systemic mechanisms for establishing, maintaining and developing contacts with the outside world and promoting them.

1.1.12. Operational objective:

Developing formulas and mechanisms for cooperation with the entire education sector, especially in the education system, including co-creation of educational programmes, the popularisation of science, promotion of studies at the UW and teacher education.

Strategic objective:

Flexible learning pathways – offering diverse, coherent and efficient, flexible and individualised learning pathways

1.1.13. Operational objective:

Providing the conditions for horizontal and vertical mobility between institutions and programmes, through modularisation and short forms of learning, and the development of tools for the recognition, validation and accreditation of formal, non-formal and informal learning.

1.1.14. Operational objective:

Developing procedures for the recognition of learning outcomes and the qualifications of students from other educational contexts, non-traditional students, migrants, in the spirit of the Convention on the Recognition of Qualifications concerning Higher Education in the European Region (the so-called "Lisbon Convention").

1.1.15. Operational objective:

Providing access to information, educational and career counselling and mentoring support to enable the best individualised choice of educational pathways.

2nd Dimension

– Responsibility and internal processes

Modern education-focusing on dialogue and participation

OBJECTIVES

Strategic objective:

A culture of quality and evaluation

1.2.1. Operational objective:

Developing a systemic approach to quality assurance across all faculties and levels of learning at the University, in collaboration with teaching units and taking into account identified best practice.

1.2.2. Operational objective:

Developing channels for effective communication between all those involved in the teaching and learning process, as well as in the assessment process; furthermore, strengthening systemic support for improving the competences of academic teachers and those managing academic teaching.

1.2.3. Operational objective:

Initiating and supporting activities aimed at the external accreditation of the educational process, both with regard to educational programmes and the overall institutional set-up.

1.2.4. Operational objective:

Fostering and developing a culture of evaluation of the quality of education by defining clear objectives and criteria, systematic evaluation research, communication of results, and implementation of recommendations from evaluation research.

1.2.5. Operational objective:

Promoting and developing an approach to the evaluation of educational quality as an informed participatory process that supports and enhances the professional and personal development of all those involved in the education process.

3rd Dimension – Digitalisation

Digital innovation in education

OBJECTIVES

Strategic objective:

Innovative education in the age of digital transformation

1.3.1. Operational objective:

Promoting and implementing forms of hybrid learning and methods for the verification of achieved learning outcomes, using innovative IT solutions and relevant methodological approaches, together with the provision of appropriate infrastructure and training support.

4th Dimension – Community building

From a master-student relationship to an academic community of values

OBJECTIVES

Strategic objective:

Strengthening the sense of academic community in the educational process, including in the international context and cooperation with the environment

1.4.1. Operational objective:

Nurturing good relationships between all participants in the teaching process.

1.4.2. Operational objective:

Undertaking and developing activities to support the integration of people from abroad in a multicultural university environment.

1.4.3. Operational objective:

Supporting the entire academic community in engaging in the process of internationalisation, in particular in the development of linguistic (including multilingualism), cultural and other professional and social competences related to functioning in a multicultural environment.

1.4.4. Operational objective:

Harnessing the potential of people who have graduated from our University and creating systemic mechanisms for cooperating with them.

5th Dimension – Internationalisation

Exploring and inspiring-international educational exchange

OBJECTIVES

Strategic objective:

Internationalisation of education

1.5.1. Operational objective:

Developing multidimensional cooperation with foreign strategic partners in the area of education, with priority given to the creation of new joint degree programmes and double or multiple degree programmes, as well as the implementation of joint teaching projects, including joint teaching offerings.

1.5.2. Operational objective:

Participating in joint ventures related to the implementation of the European higher education strategy, including those aimed at strengthening the European dimension in research-related education and innovation, as well as striving for teaching excellence and greater global competitiveness.

1.5.3. Operational objective:

Developing the offer of study programmes in English, in particular in the second-cycle studies.

1.5.4. Operational objective:

Expanding the range of subjects taught in foreign languages.

1.5.5. Operational objective:

Development of various forms of mobility aimed at those studying and preparing doctoral dissertations, including forms of digital mobility, aiming to make academic exchange a permanent part of university education.

1.5.6. Operational objective:

Developing and disseminating mobility programmes for all academic staff, taking into account teaching activities and promoting the acquisition of professional experience at foreign universities and research institutes.

Pillar 2. Research excellence

1st Dimension – the UW impact on society *Courage and scientific truth*

OBJECTIVES

Strategic objective:

Achieving scientific and research excellence. The courage to take on new research challenges

2.1.1. Operational objective:

Striving to achieve a level of research comparable to the best universities in the region and in the world.

2.1.2. Operational objective:

A strong, opinion-forming scientific and educational unit, enjoying great authority in society, and which is also integrated into the current national and international strand of research problems.

2.1.3. Operational objective:

The development of unique specialities and fields of research that constitute the prestige of the UW.

2.1.4. Operational objective:

Building the research capacity of the UW Faculty of Medicine based on the resources and competences of the UW units.

Strategic objective:

The University of Warsaw as a place to conduct research that brings significant benefits and values to society and the economy

2.1.5. Operational objective:

The University as a centre of intellectual debate, an institution that explains reality and the changes taking place.

2.1.6. Operational objective:

Conducting research in areas that meet current societal needs.

2.1.7. Operational objective:

Developing basic and applied research undertaken with local government units, business and government agencies.

2.1.8. Operational objective:

Actively countering the presence of pseudo-scientific theories in the public sphere, promoting rational thinking and building widespread trust in science.

2nd Dimension

– Responsibility and internal processes

Improving research support processes as a route to research excellence

OBJECTIVES

Strategic objective:

Supporting the autonomy of research with financial and organisational instruments

2.2.1. Operational objective:

Internal funding and a development support system available to all research areas and staff groups, doctoral students and students.

2.2.2. Operational objective:

Organisational and infrastructural support in the application and implementation of projects financed from external sources.

Strategic objective:

Promoting high quality research in each scientific discipline

2.2.3. Operational objective:

Improving the infrastructure necessary for the development of all scientific disciplines.

2.2.4. Operational objective:

Developing a consistent system for evaluating and rewarding research achievements.

2.2.5. Operational objective:

Introducing a flexible teaching workload system to facilitate research work.

3rd Dimension – Digitalisation

Digital maturity in scientific activities

OBJECTIVES

Strategic objective:

Improving accessibility to digital research information, resources, including research data

2.3.1. Operational objective:

Increasing access to research databases and literature databases, and improving the UW Repository.

2.3.2. Operational objective:

Adapting the Knowledge Management Platform to meet changing needs.

Strategic objective:

Widespread availability of computer hardware and software for staff and those studying at doctoral schools, and conducting research in any scientific discipline

2.3.3. Operational objective:

Content-related assistance in solving scientific problems using IT tools, including for the purpose of conducting research exceeding the researcher's scientific discipline.

2.3.4. Operational objective:

Centrally-coordinated sharing and covering the costs of research software licences.

4th Dimension – Community building

Interdisciplinarity of research

– community of research activities and practices

OBJECTIVES

Strategic objective: Interdisciplinarity of research and diversity of methodologies	2.4.1. Operational objective: Supporting the creation and operation of interdisciplinary projects and teams with the participation of staff from various UW units. 2.4.2. Operational objective: Disseminating knowledge of the research methodologies of different scientific disciplines.
Strategic objective: Maintaining and strengthening bonds with the University for those who have graduated from the University of Warsaw, as a form of scientific capacity building	2.4.3. Operational objective: Research collaborations between people who have graduated from the UW and those currently conducting research at our University in any scientific discipline.
Strategic objective: Developing high quality doctoral education at the University of Warsaw	2.4.4. Operational objective: Increasing the availability of high quality doctoral education. 2.4.5. Operational objective: Dissemination of flexible forms and programmes of doctoral education.

5th Dimension – Internationalisation

University as a significant research partner

in the international environment

OBJECTIVES

Strategic objective: The University of Warsaw as an important research partner for renowned and leading foreign research centres.	2.5.1. Operational objective: Intensifying scientific cooperation within international alliances. 2.5.2. Operational objective: Promoting the UW and seeking new scientific partners.
Strategic objective: Quantitative and qualitative growth of international research teams affiliated with the UW.	2.5.3. Operational objective: Improving the residence and work conditions for researchers who are temporarily affiliated with the UW, and coming from foreign research centres. 2.5.4. Operational objective: The UW as a competitive employer for those who graduate and have earned degrees from world-renowned research centres.

Strategic objective:

The University of Warsaw as the leading centre for research training in Central and Eastern Europe

2.5.5. Operational objective:

Increasing the involvement of researchers from foreign research centres in education and in the development of educational programmes.

2.5.6. Operational objective:

Development of international mobility of those studying at the doctoral schools and young academics, particularly to and from Central and Eastern European countries.

2.5.7. Operational objective:

Promoting the University of Warsaw brand.

Pillar 3. Responsible university management and infrastructure development

1st Dimension – the UW impact on society

Strengthening the authority of the University-towards greater openness, cooperation and commitment

OBJECTIVES

Strategic objective:

The implementation of processes and management standards that have the potential to be disseminated as part of systemic solutions for higher education in the country

3.1.1. Operational objective:

Developing management tools, including financial ones, to facilitate collaboration with external research, education, local government and business entities.

3.1.2. Operational objective:

Building the UW position as an urban, regional and national leader and partner, influencing the development of courses of action and agreeing on the positions of different communities, creating opportunities to use the knowledge and good practices of the university.

3.1.3. Operational objective:

Intensifying and strengthening external communication aimed at promoting research results, the successes of academic staff, those studying and preparing their doctoral dissertations, and those who have graduated from our University, as well as good practices and organisational solutions applied at the UW.

Strategic objective:

Supporting UW investments with the aim to create and expand infrastructure that has a positive impact on the social environment and sustainability

3.1.4. Operational objective:

A qualitatively and quantitatively significant redevelopment and expansion of UW infrastructure open to the wider community, enabling the creation of functional, sustainable, people- and environment-friendly public spaces on all UW campuses.

3.1.5. Operational objective:

Increasing external participation in the creation, use and development of the UW sport, cultural and social infrastructure.

OBJECTIVES

Strategic objective:

Establishing the Faculty of Medicine based on the resources and diversity of the UW to build stronger relationships and impact in the community

3.1.6. Operational objective:

Securing investment space for the Faculty of Medicine and resources for its development.

3.1.7. Operational objective:

Optimal use of the competences and resources of the UW units participating in the creation of the Faculty of Medicine, as well as infrastructural and financial safeguarding of teaching and research related to medical fields of studies in UW units other than the Faculty of Medicine.

2nd Dimension

– Responsibility and internal processes

Responsibility and efficiency at the heart of the university's performance culture

OBJECTIVES

Strategic objective:

The UW as an improving and responsive organisation – simplifying and improving the quality of managing organisational, financial and investment processes, and standardising and enhancing the management of the university space and infrastructure

3.2.1. Operational objective:

Developing a scheme for the distribution of management responsibilities, including finance and infrastructure, between the central administration and the units.

3.2.2. Operational objective:

Simplifying and optimising management processes and procedures, as well as clarifying the rules for organising and coordinating work, decision-making, data collection and documentation in all aspects of UW activity.

3.2.3. Operational objective:

Maintaining a stable financial position - aiming to balance costs and revenues, building financial security and diversifying sources of funding.

3.2.4. Operational objective:

Achieving spatial consolidation of the University and reducing the dispersion of the units across multiple facilities.

3.2.5. Operational objective:

Strengthening internal communication.

3rd Dimension – Digitalisation

Developing a digital organisation to strengthen cohesion and governance

OBJECTIVES

Strategic objective:

Strengthening human, organisational and infra-structural competences for the digitisation of the University

3.3.1. Operational objective:

Establishing clear mechanisms for information flow in horizontal and vertical structures.

3.3.2. Operational objective:

Creating and improving digital workflows and developing IT tools which support the management process, facilitating access to data with the aim to support decision-making at all levels of management.

3.3.3. Operational objective:

Digital proficiency of people employed at the University, including in the area of IT tools and data management, and further computerisation of UW administrative and financial services.

3.3.4. Operational objective:

Upgrading infrastructure and resources related to the digitisation of the UW, including the development of cyber security standards.

4th Dimension – Community building

The University integrated around common values

OBJECTIVES

Strategic objective:

Ensuring conditions and management systems to improve integration and internal cooperation, as well as to foster equality and inclusivity

3.4.1. Operational objective:

Developing a system to remove formal and financial barriers to integrative/ interdisciplinary research and teaching activities, and furthermore providing the conditions for strengthening the importance in global science of research and teaching interdepartmental centres and groups, making resources available and fostering a culture of sharing them.

3.4.2. Operational objective:

Further strengthening and consolidation of the actions promoting equality, diversity, solidarity, respect for ethics and against discrimination, in all aspects of UW activity.

3.4.3. Operational objective:

Widening the inclusion of people from across the University community in decision-making processes at the UW, including in the area of science policy, developing participatory processes and systems for implementing the results of consultations at the UW.

3.4.4. Operational objective:

Developing institutional forms of keeping in touch with people who have graduated from our University, with the aim of building community and involvement in the development of the UW.

3.4.5. Operational objective:

Intensifying communication activities that promote inclusivity and also disseminate the values of the UW academic community.

5th Dimension – Internationalisation

Supporting the internationalisation of the University as an impulse for development

CELE

Strategic objective
Including an internationalisation perspective in the planning and implementation of processes, procedures and standards for the management and organisation of the University, including the management of its resources

3.5.1. Operational objective:

Increasing and improving the quality of infrastructure to facilitate international cooperation with support for UW activities linked to internationalisation “at home” and the creation of “international campuses”.

3.5.2. Operational objective:

Increasing the involvement of the UW and of persons representing our University in international associations, partnerships and ventures and other foreign bodies involving universities and organisations.

3.5.3. Operational objective:

Ensuring sustainable sources of funding for investment related to the internationalisation of the University.

3.5.4. Operational objective:

Reviewing and improving organisational procedures and processes to support internationalisation, including those related to the creation of documentation and communication in multiple languages, support for international research and teaching collaborations.

Pillar 4. Friendly and activating work environment

1st Dimension – the UW impact on society

Strengthening the ethos of the academic teacher

OBJECTIVES

Strategic objective:
Strengthening the position and prestige of the academic teacher profession

4.1.1. Operational objective:

Recruiting staff having the competence to combine science and education and, in disciplines and specialities where possible, with the competence to combine science and education with skills of practical application.

4.1.2. Operational objective:

Including in the evaluation of scientific and teaching performance the activities related to the dissemination and popularisation of science, including publication activities of this nature.

4.1.3. Operational objective:

Rationalising and making transparent the additional components of remuneration for all persons employed under a contract of employment, including fixed-term employees.

2nd Dimension

– Responsibility and internal processes

The University of Warsaw as a friendly employer

OBJECTIVES

Strategic objective:

The UW as a workplace for professional development and career change, including the scientific one, during its course

4.2.1. Operational objective:

A stable, conscious human resources policy with clear criteria for career advancement, valuing all staff groups, combined with institutional support.

4.2.2. Operational objective:

Support for the possibility of temporary transitions of people between different job groups, including the group of academic teachers, also between job groups: research, research and teaching, and teaching, corresponding to the current work and life situation.

Strategic objective:

The University of Warsaw as a friendly workplace implementing work-life balance principles

4.2.3. Operational objective:

Competitive with other institutions and motivating remuneration system.

4.2.4. Operational objective:

Developing a work-life balance policy, including the development of social campaigns and educational programmes on health, safety, the balance between the professional life and private, family life, promotion of sports and tourism activities and environmentally-friendly attitudes.

3rd Dimension – Digitalisation

Digital transformation and the work environment

OBJECTIVES

Strategic objective:

Making work arrangements more flexible through the use of IT tools

4.3.1. Operational objective:

Strengthening the relevant competences, adapting organisational and legal conditions, and setting up appropriate IT infrastructure for remote working.

4th Dimension – Community building

A supportive, collaborative and responsible academic community

OBJECTIVES

Strategic objective:

Building a sense of shared responsibility for the academic community

4.4.1. Operational objective:

Taking care in order to maintain a high-level work culture and mutual respect.

4.4.2. Operational objective:

Creating conditions for the employment of persons with significant potential from among persons with disabilities, and to improve the work conditions of persons with disabilities already in employment.

OBJECTIVES

Strategic objective: Interaction and very good cooperation between the internal UW units	4.4.3. Operational objective: Establishing formal and semi-formal inter- and trans-disciplinary inter-faculty research groups and teams.
Strategic objective: Ensuring generational succession in the University units	4.4.4. Operational objective: Establish a system of academic mentoring and guidance with the aim of providing support for the process of scientific empowerment and development of the teaching competences of junior staff. 4.4.5. Operational objective: Making use of the competences of those working beyond retirement age, but only so that, at the same time, no barriers are created to limit the development of junior staff.
Strategic objective: Developing a culture of well-being	4.4.6. Operational objective: Providing a preventive health system, sports opportunities, cultural offerings and the development of adequate social facilities.

5th Dimension – Internationalisation

Professional development through international mobility

OBJECTIVES

Strategic objective: Increasing mobility and improving the conditions for mobility	4.5.1. Operational objective: Training of academic and non-academic staff in language and intercultural skills. Developing multilingualism, pluralism and pluralistic approaches in order to effectively benefit from cooperation with European and global universities. 4.5.2. Operational objective: Creating a catalogue of activities equivalent to “physical” mobility and facilitating their use.
Strategic objective: Increasing the attractiveness of the UW as a workplace for talented scientists, including from abroad, as well as administrative staff	4.5.3. Operational objective: Employment of foreign individuals for research and teaching, as well as administrative posts.