



AKADEMIA
EKONOMICZNO-HUMANISTYCZNA
W WARSZAWIE

STRATEGY

University
of Economics and Human Sciences
in Warsaw

for 2020-2026

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Mission

The mission of the University of Economics and Human Sciences in Warsaw is to contribute to increased prosperity and the sustainable social and economic development of society by conducting socially valuable, innovative scientific research and by educating and nurturing students in line with the University's core values - preparing them to competently take on responsible roles across economic, social, cultural, and scientific domains.

Vizja

The University of Economics and Human Sciences in Warsaw is an academic institution that maintains a scholarly profile and holds its academic community to high standards. It conducts multidisciplinary and innovative scientific research with an international impact. It provides high-quality education to both Polish and international students across various fields and scientific disciplines. It combines a tradition of scientific research with education in both general academic and practical profiles. It strives to strengthen its social impact both locally and globally. It is future-oriented and responsive to the evolving needs of an open economy. It aims to foster attitudes that support the growth of a democratic and civil society. It is a worldview- and religion-neutral university, committed to tolerance and social sensitivity.

Mission Statement

Per scientiam ad sapientiam

The motto of the University of Economics and Human Sciences reflects the belief that science (*scientia*) is the universal foundation for the development and prosperity of societies. The achievements of science cannot be underestimated, they have led and continue to lead to social and technological advances that radically improve the quality of life and well-being of people around the world. However, alongside progress, the development of technological civilization also brings potential risks, including the widespread dehumanization of traditional social bonds and human relationships. Therefore, the ongoing challenge for universities today is to conduct research and educate students in a way that connects practical goals and technological skills with humanistic values rooted in human dignity and social responsibility. The University of Economics and Human Sciences in Warsaw recognizes that the close connection between practical, technological scientific achievements and universal humanistic values fosters maturity and wisdom (*sapientia*) in both individuals and societies as a whole. The pursuit of wisdom understood in this way, along with the promotion of its core values, guides the research and teaching efforts at the University of Economics and Human Sciences in Warsaw.

Values

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

Competence

Having specialized, evidence-based knowledge, skills, and social competencies relevant to the selected professional career path. The ability to professionally apply the knowledge and skills. Grounding specialized knowledge and skills within a broad understanding of the changing socio-economic and cultural reality. Awareness of the need for continuous self-improvement, including lifelong improvement of knowledge and skills. Awareness of one's positive potential as well as one's limitations.

Creativity

An attitude of open-mindedness to seek new and out-of-the-box solutions. Ability to generate original ideas and test them. The capacity to learn from mistakes and derive constructive lessons therefrom. Courage to propose and implement innovations. Ability to overcome stereotypical thinking and behavior. Flexibility in conduct and thinking enabling effective adaptation to changing environmental conditions. Tolerance for setbacks, perseverance in pursuing long-term goals, and maintaining a realistic positive self-assessment based on the experience of one's own successes and failures. Appreciation for one's own and others' creative efforts. Finding satisfaction and a sense of fulfillment in creative activity.

Social responsibility

The need to direct one's actions toward achieving the common good. High awareness of one's own responsibility for actions and choices made in professional and personal life. Recognition of the existence of a system of higher, universal values arising from the inalienable dignity of the human person and human rights. Recognition of the existence of a system of higher, universal values arising from the inalienable dignity of the human person and human rights. Recognition of the importance of, and commitment to strengthening, the principles of democracy, civil society, and peaceful coexistence among diverse social groups. The ability to collaborate constructively with others, seeking synergy and cooperation in joint efforts. Appreciation of the value of diversity. Recognizing the need for sustainable management and conservation of the earth's natural resources and climate protection.

Implementation of Values

The University of Economics and Human Sciences in Warsaw brings its values to life by fostering behaviors, skills, and social attitudes in students during the educational process that align with these values. The University also expects its employees to embrace these values and genuinely demonstrate attitudes and behaviors consistent with them within the academic community, towards external stakeholders, and in their personal lives. The University integrates these values into its organizational culture. The University's values are reflected in the high professionalism, innovation, and ethical standards of its research, the choice of research topics, and especially in the consideration of the social and environmental impacts arising from the research. The University fosters synergy in realizing its values through partnerships with other entities that share the same or similar principles. The University of Economics and Human Sciences in Warsaw believes and recognizes that grounding its activities in these values constitutes its present and future strength of influence on both the near and distant socio-economic environment.

To fulfill the mission and pursue the vision in line with the adopted values, the University has set short- and medium-term strategic goals.

Strategic objectives

for the 2020-2026 period

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

Strategic Objective I

IMPROVING THE QUALITY OF EDUCATION

In line with its mission, the University strives to deliver the highest quality education grounded in the latest validated scientific knowledge and practical experience, tailored to meet the expectations of students as well as the current and future needs of the socio-economic environment.

Means to achieve the goal:

1. Ongoing monitoring of the alignment between teaching offerings, student expectations, and the evolving needs of the socio-economic environment;
2. Improving the model and methods of education and curricula developed with the subsidiary participation of students and representatives of socio-economic practice;
3. Enhancing the accessibility of the education process to meet the needs of individuals with special needs, including persons with disabilities, in accordance with the “Disability Management Policy” and the principles of inclusive education;
4. Strengthening the alignment between curricula and teaching content with the scientific research conducted at the University;
5. Enhancing the flexibility of degree programs by revising the processes and procedures for their design, including expanding and enriching the offer of elective courses;
6. Seeking to enhance the involvement of students and doctoral candidates in the University's research activities, academic conferences, and scientific publications;
7. Proactive management of the educational offering by expanding opportunities to deliver shared courses across different academic programs;
8. Optimal integration of course offerings in Polish and English to enable the introduction of bilingual study programs;
9. Promoting the use of innovative teaching solutions in education, including the development of high-quality distance learning methods;
10. Striving to obtain confirmation of the high quality of education by gaining accreditation and achieving high rankings in national and international rankings;
11. Incorporating into the content and methods of education elements that enable the realization of the values embraced by the University – competence, creativity, and social responsibility – manifested particularly in strengthening students’

pro-social and civic attitudes, ethical responsibility, fostering creativity, innovation, and entrepreneurship, as well as emphasizing the acquisition of soft skills essential for making informed professional and personal decisions;

12. Enhancing cultural and language adaptation programs for international students to facilitate their daily functioning both in Poland and across the European Union;
13. Enhancing the teaching and methodological skills of educators through appropriately tailored training and programs that stimulate the development of their teaching career path;
14. Raising awareness, knowledge, and skills of university staff regarding the principles of implementing inclusive education within the academic environment;
15. Optimizing the workload of university teachers, implementing differentiated incentive systems and improving the periodic evaluation system for research and teaching staff;
16. Analyzing student satisfaction with the quality of education provided and improving the processes for implementing recommendations based on this analysis;
17. Improving the evaluation process of teaching activities, particularly by increasing its effectiveness so that the results more effectively lead to real improvements in the quality of teaching and learning outcomes;
18. Implementation of processes to monitor and improve the quality of administrative handling of the teaching process and student affairs;
19. Implementing measures to reduce dropout based on monitoring student activity, introducing a system of virtual mentoring and implementing gamification principles into the education process;
20. Expanding the University's proposed educational offerings by developing attractive programs for new fields of study that meet the current and future needs of the socio-economic environment;
21. Increasing the accessibility of the University's educational offerings by expanding its own program offerings to the University's network of affiliates in accordance with the local and regional needs of the socio-economic environment;
22. Enhancing the appeal of newly developed degree programs by strengthening their interdisciplinary character and increasing the proportion of learning outcomes attributed to various discipline;
23. Enhancing the attractiveness and alignment of the educational offer with the needs of the socio-economic environment by making the teaching process more practical, increasing

the proportion of courses focused on the practical application of knowledge and skill development, including through cooperation with external partners;

24. Further development of library resources, including those specifically tailored to newly launched degree programs, as well as expanding access to scientific and educational electronic databases, artificial intelligence tools, *Big Data*, and other electronic resources;
25. Incorporation into the curriculum of elements adapting study programs to changes resulting from technological development, enabling the education of future competencies related to the use of new information and communication technologies in scientific and professional activities. These include, among others, topics such as artificial intelligence (AI), generative AI, machine learning, VR/AR technologies, data science and big data, cloud computing, the Internet of Things (IoT), and cybersecurity;
26. Improving and expanding the infrastructure used in the teaching process, including new laboratories, equipment for workrooms, a morgue, simulation centers (including a multidisciplinary medical simulation center), and centers for the practical application of acquired knowledge and skills;
27. Establishing cooperation with public and private entities to provide the University with infrastructure necessary for practical teaching, including high-fidelity simulation facilities;
28. Development of the University's educational offerings in certified courses through micro-credentialing and badges, conducted independently by the University as well as in partnership with entities from the socio-economic environment, based on the Council's recommendations regarding the European approach to micro-credentials for lifelong learning and employability;
29. Improving the educational readiness of prospective students by enhancing the recruitment system and developing tools to support their preparation for studies at the University.;
30. Ensuring accessibility of recruitment, education, and development within doctoral schools, as well as conducting scientific research, for individuals with special needs, including persons with disabilities;
31. Making the rules for organizing the course of study and verification of learning outcomes more flexible, so that they are more tailored to the varying levels of students' talents as well as their needs and expectations;
32. Implementing systems to improve the quality of the University's internships and support students' activity in the labor market by increasing the effectiveness of the University's career office.

Strategic Objective II

EXPANDING THE SCOPE AND INCREASING RESEARCH ACTIVITY

The strategic goal of the University is to expand the scope of its research activities by initiating scientific research in new fields and disciplines, and to increase research activity reflected in the growth of high-quality scientific publications and the effectiveness of securing external funding for research. These efforts are characterized in particular by commitments to sustainable development and are conducted in accordance with the requirements and respect for fellow human beings and the surrounding natural environment. A measurable indicator of achieving this goal will be obtaining a scientific category for all academic disciplines represented at the University, including newly established ones, at a minimum level of B+ by 2026.

Means to achieve the goal:

1. Implementation of established rules for hiring new research and teaching staff with proven high potential for research activities and obtaining funds for conducting scientific research;
2. Recruitment and employment of new research and teaching staff engaged in research/artistic activities in new fields (humanities, medical and health sciences, engineering and technology, family studies, agricultural sciences, arts) and scientific disciplines (in particular: linguistics, health sciences, medical sciences, pharmaceutical sciences, family studies, food and nutrition technology, fine arts and conservation of works of art);
3. Expansion of the University's research and teaching potential in its existing research activities within the field of social sciences (disciplines: economics and finance, security studies, social communication and media studies, political science and public administration, management and quality studies, legal studies, psychology, international relations) and the field of engineering and technology (discipline: technical information technology and telecommunications);
4. Building the capacity to conduct scientifically and technologically innovative research at the University in the field of medical and health sciences (particularly within the disciplines of medical sciences, pharmaceutical sciences, health sciences, and physical culture sciences);

5. Expanding the University's research infrastructure, technical and clinical facilities necessary for conducting scientific activity in new fields and disciplines of science (particularly in the field of medical and health sciences);
6. Establishing individual strategy implementation contracts and development pathways for the research and publication activities of research and teaching staff;
7. Implementing systemic and individualized organizational support programs for research and teaching staff in their research and publication activities;
8. Implementation of a system for ongoing monitoring of the scientific achievements of research and research-and-teaching staff in the areas of conducted research and publications.
9. Identifying talented students and involving them in research work conducted at the University;
10. Forming partnerships with other scientific units (domestic and foreign) to increase their own research potential (forming research teams, ensuring availability of research equipment);
11. Establishing close relationships with entities operating in the academic publishing ecosystem (such as journal and monograph publishers) in order to enhance editorial skills and increase the publication competencies of academic staff;
12. Organizing international academic conferences with the participation of so-called supporting journals to increase publication opportunities for the University's academic staff.
13. Funding the participation of the University's staff in international scientific conferences with the participation of the so-called supporting journals to enhance their publication capabilities;
14. Providing funding for the publication work of the University's staff (monographs, articles) in the form of rector's grants;
15. Eliminating language barriers by financing language courses and providing financial support for the translation and linguistic editing of academic works;
16. Enhancing the competencies of the University of Economics and Human Sciences in Warsaw's staff by funding participation in training sessions and workshops that improve their skills and effectiveness in research activities;
17. Implementing an active human resources policy that includes rewarding employees who demonstrate achievements in publishing and securing external funding for research activities;
18. Implementing an active policy of identifying and recruiting the University's own graduates who demonstrate strong potential for research development;

19. Supporting the development of academic journals published by the University through actions that enhance their significance and standing in the scholarly market, as well as establishing new journals;
20. Establishment and development of research institutes or centers as bodies indicating new research and development directions, supporting the implementation of research results conducted at the University and assisting in the commercialization of the results achieved.

Strategic Objective III

STRENGTHENING THE UNIVERSITY'S RELATIONS WITH THE SOCIO-ECONOMIC ENVIRONMENT

This goal involves maximizing the benefits gained—for the University, its direct stakeholders, and the broader socio-economic environment—from the opportunities provided by the University's relationships with the socio-economic surroundings.

Means to achieve the goal:

1. Developing diverse ways of transferring the scientific knowledge produced at the University to the broader sector of the economy, social and cultural life;
2. Research projects proposed by staff should include, as a mandatory element, a strategy for the practical implementation of their results and an assessment of their impact on the socio-economic environment;
3. Supporting student initiatives that have an impact beyond the University and promote the University externally;
4. Introducing a requirement into study programs for students to complete a social project, along with the development and monitoring of guidelines for its preparation;
5. Supporting the establishment and activities of various student organizations whose engagement contributes to promoting the University in scientific, reputational, and business areas (e.g., scientific clubs, sports teams, student publications, organization of academic and cultural events, university radio, social media information channels, etc.).
6. Promoting and supporting the opinion-forming and expert activities carried out by University staff outside the institution;
7. Incorporating opinion-forming activities as a factor that enhances the periodic evaluation of staff, particularly academic teachers;
8. Encouraging staff to run for and serve on various advisory and decision-making bodies: scientific, cultural, and economic;
9. Implementation of a coherent visual identity system for the University, which will define the rules for the use of graphic motifs, logos, and other visual elements applied consistently across all published documents, websites, brochures, and similar materials;
10. Defining procedures for the disclosure of any information that may impact the University's image;

11. Appointing a spokesperson for the University.
12. Establishing promotional strategies in advance;
13. Developing a strategy to promote scientific achievements, research results, University-organized events, student accomplishments, and other successes of the University;
14. Providing access to the University's infrastructure and providing the University's patronage for cultural/scientific ventures of local, regional, and international significance;
15. Incorporating content into curricula that fosters pro-democratic and pro-civic attitudes;
16. Establishing cooperation with social and economic entities in the field of scientific research;
17. Establishing cooperation with external entities to improve the quality of education, particularly by enhancing the practical application of learning;
18. Establishing cooperation with entities that provide opportunities for students to undertake attractive internships and professional placements;
19. Implementing programs aimed at maintaining the University's partnership relations and connections with alumni by monitoring their professional development, as well as organizing reunions and conferences specifically tailored for the University's graduates;
20. Maintaining friendly relations with the University's partners and stakeholders through regular contacts and special occasion meetings;

Strategic Objective IV

ENHANCING THE INTERNATIONALIZATION OF THE UNIVERSITY

The internationalization of the University aims to build a multicultural environment based on mutual respect for shared values, tolerance, respect for universal ethical principles, and intercultural integration.

Means to achieve the goal:

1. Expanding the portfolio of strategic partnerships – these actions are intended to intensify the mobility of academic and administrative staff as well as students, and to promote joint scientific research and exchange of experiences based on the Erasmus+ program and beyond;
2. Increasing the internationalization of the academic community by raising the number of faculty members with international experience and foreign degrees, increasing the number of international students, and expanding the portfolio of countries they come from;
3. Internationalization of scientific research both in the area of their conduct and dissemination of results;
4. Developing initiatives aimed at better assimilating international students and enabling them to navigate intercultural environments more easily, find their place in the international job market, and integrate more smoothly into the academic community (including summer schools, fairs, integration and informational events, meetings with business representatives, and other supportive activities);
5. Internationalization of curriculum (introduction of international and multicultural content into educational programs, cultural and pro-integration education, development of awareness of cultural differences, tolerance, and ethics);
6. Expanding cooperation in education with higher education institutions from other countries (including opportunities to implement joint degree programs, obtain double degrees, or partially complete studies at the University of Economics and Human Sciences in Warsaw based on agreements);
7. Enhancing the competitiveness and thus the international standing of the University of Economics and Human Sciences in Warsaw, including efforts to appear in international university rankings, starting with those of European scope;
8. Securing and renewing accreditations and international certifications to enhance the prestige of the University of Economics and Human Sciences in Warsaw.

Strategic Objective V

IMPROVING THE ORGANIZATIONAL CULTURE OF THE UNIVERSITY

The strategic goal of the University of Economics and Human Sciences in Warsaw is to enhance the organizational culture, reflected in the improvement of management and organizational processes, which will lead to increased efficiency of the University's operations.

Means to achieve the goal:

1. Improving organizational efficiency - optimizing organizational processes and resource utilization. Improving work efficiency through a shift in awareness and adopting a new perspective – perceiving the University administration as a whole and striving to optimize not only individual tasks but the entire process;
2. Enhancing staff capacity to perform tasks – by building and utilizing competencies, motivation, and working conditions. Encouraging employees to engage in continuous skill development and to demonstrate the initiative and courage to identify and address areas of the University's operations in need of improvement;
3. Improving horizontal and vertical communication processes to ensure that all employees are well-informed about implemented changes, procedures, and regulations relevant to their department;
4. Investing in information technology capabilities to enhance research quality, improve teaching, and increase efficiency in administrative functions;
5. Integration of ERP, SIS, LMS, recruitment system and other information systems, ensuring the flow/synchronization of data between systems, the principle of one-time entry of information, reporting system;
6. Supporting a student-friendly adaptation process for international students within the University's academic environment and in Poland, aimed at providing them with a sense of security and satisfaction with their choice of institution, thereby contributing to building the University's image as a place “worth the investment”;
7. Building the University's brand recognition by refreshing and organizing its visual communication, creating a new website, and implementing marketing automation tools;
8. Developing an employer branding strategy based on a clear and realistic organizational structure, enhancing communication with employees, preparing a staff evaluation system, and clarifying the University's organizational framework.

9. Launching a mentoring program for students by the Student Careers Office, optimizing the identification of talented students and their recruitment to work at the University;
10. Providing students with consistent information about the University's functioning and its academic, administrative, and social processes, as well as the requirements of living in Poland – by collecting, processing, and delivering comprehensive and coherent information to students through the University's *Welcome Office*.
11. Improving the quality and efficiency of direct student services in various administrative units of the University;
12. Enhancing the digital competencies of administrative and research-teaching staff in line with the objectives of the Digital Education Action Plan 2021–2027.
13. Ensuring that the University provides conditions for the full participation of all individuals, including persons with disabilities and others with specific needs, in the life of the University and the academic community, including during recruitment, education, scientific research, participation in cultural and sporting events, and employment, on an equal basis with others.

Strategic Objective VI

OBTAINING UNIVERSITY STATUS

The University of Economics and Human Sciences in Warsaw has set a strategic goal of raising its stature and importance by achieving *university* status in 2026.

Means to achieve the goal:

1. Expansion of the educational offer through the introduction of new degree programs assigned to disciplines within the field of humanities;
2. Expansion of the educational offer through the introduction of new degree programs assigned to disciplines within the fields of medical sciences and health sciences, including so-called standardized programs (in particular: medicine, dentistry, pharmacy, nursing, laboratory diagnostics, physiotherapy, and emergency medical services);
3. Expansion of the educational offer through the introduction of new degree programs assigned to disciplines within the field of engineering and technical sciences;
4. Establishment of new research teams carrying out high-quality research and publication activities assigned to the fields of humanities, medical and health sciences, and engineering and technology;
5. Achieving a scientific category of at least B+ in at least six disciplines across at least three fields of science by 2026;
6. Securing external funding to support the expansion of the University's infrastructure as well as its teaching and research capacities, ensuring they meet the standards expected of a university.