

**SGH Warsaw School of Economics' Development Strategy
for 2022–2032**

Warsaw, 28 April 2021

The SGH Warsaw School of Economics considers truth, respect for knowledge, and integrity in the dissemination of knowledge as the guiding principles of its activities. The most important objectives of the University are to provide top-quality education and research activities, shape civic attitudes, and participate in social development and the creation of an innovation-based economy. In its research and educational activities, the SGH Warsaw School of Economics follows the principles of freedom of research, academic freedom, respect for freedom of expression, mutual kindness and tolerance, as well as the belief that teaching aims to explore the world's latest academic achievements, foster the ability to work diligently, and enhance entrepreneurship and social responsibility.

The University respects international standards, ethical principles and good practices in the area of teaching and research, taking into account the particular importance of the social responsibility of science.

Staff, students, doctoral students and alumni of the SGH Warsaw School of Economics build a self-governing university community, whose aim is to develop by creating and transferring state-of-the-art knowledge, shaping the best possible environment for research activities and the education of students, doctoral students and faculty, and strengthening cooperation with the economic and social environment.¹

Ambitions of the SGH Warsaw School of Economics:

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| Engaged community of the University Leading position in research Leadership in education Opinion-forming role of the SGH Warsaw School of Economics Digital SGH Warsaw School of Economics Responsible SGH Warsaw School of Economics |
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Mission

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| The SGH Warsaw School of Economics is an innovative university of business and economics that develops the intellectual potential of students and shapes leaders with a view to future challenges. It is a world-recognised centre for research, new ideas and initiatives of the academic community, alumni, as well as representatives of businesses, civil society organisations, and public administration entities. As an independent and socially responsive university, the University shapes civic and ethical attitudes through its teaching, research and opinion-forming activities. |
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¹ Paragraph 2 of the Statute of the SGH Warsaw School of Economics.

Vision

The SGH Warsaw School of Economics will be a leading and opinion-forming European university combining the best features of a university of economics and a school of business. Building on academic traditions and the latest scientific developments, an open and active community of the University will integrate interdisciplinary research conducted in the international community with economic practice, and educate socially responsible leaders capable of facing the challenges of the future.

Values

Truth – acting honestly and boldly, while accepting facts and remaining objective.
Professionalism – understood as a responsible quality behaviour based on continuous development.
Integrity – means transparent and fair conduct in line with principles universally acknowledged by the society.
Respect – understood as kind, dignified and equal treatment of others, and observance of confidentiality.
Cooperation – means building good relations based on trust and mutual support, with a view to creating a community.

Introduction

The SGH Warsaw School of Economics' Development Strategy is based on comprehensive analytical and diagnostic work (including a research project entitled *The Strategic Analysis of the SGH Warsaw School of Economics* and research entitled *The Strategy of the SGH Warsaw School of Economics in the Opinion of the Representatives of the SGH Community*) that resulted in the *Mission Statement and Guidelines for the SGH Warsaw School of Economics' Vision and Development Strategy for 2019–2023*, approved by a resolution of the Senate of the SGH Warsaw School of Economics on 28 March 2018.

The University's Development Strategy sets out the priority framework for the University as a whole (its key activity areas), and for its colleges and administrative units. Commitments included in the strategy set the course of actions for the next 10 years (2022–2023). Strategic objectives outline intentions for a period of 5 years (2022–2027).

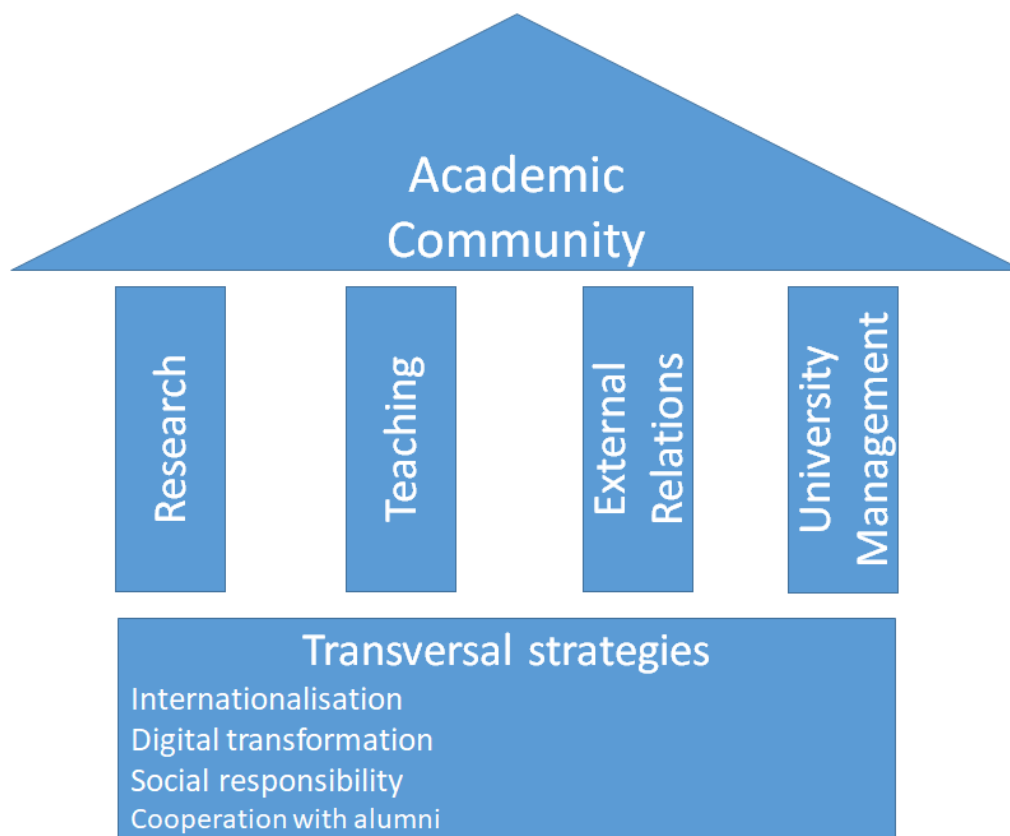
The SGH Warsaw School of Economics' Development Strategy covers the following strategic areas, including commitments and strategic objectives:

- I. Research
- II. Teaching
- III. External relations
- IV. University Management

The following transversal strategies are integral elements of the above strategic areas:

1. Internationalisation
2. Digital transformation
3. Social responsibility
4. Cooperation with alumni

Figure 1. The structure of the SGH Warsaw School of Economics' Development Strategy



I. Research

A vision for research

The SGH Warsaw School of Economics will be renowned for its research excellence, and will be a place where researchers from all over the world can develop their passion. Thanks to a well-developed partnership network and international cooperation with leading universities and research centres in Poland, Europe and all over the world, the outcomes of interdisciplinary research conducted by the researchers of the SGH Warsaw School of Economics will be cornerstones for developing knowledge, innovations and creativity, and will contribute to improving the society's quality of life, the functioning of economies, and civilisational development.

1.1. Commitment

Laying financial and organisational foundations for the development of a strong academic centre in key research areas.

The commitment will be achieved by pursuing the following objectives:

Objective 1.1.1.

To define the SGH Warsaw School of Economics' key research areas and implement an organisational and financial model to support the development of research in these areas.

Objective 1.1.2.

To develop and implement an open science strategy at the SGH Warsaw School of Economics.

Objective 1.1.3.

To establish an intercollegiate research centre for new technologies in business to support and enhance the research of the University's faculty and doctoral students in the area of artificial intelligence, machine learning, automation, and fintech.

Objective 1.1.4.

To establish a network of national and international strategic research partnerships with the purpose of forming teams to conduct joint research and implement international research projects, and for enhancing the mobility of doctoral thesis supervisors and reviewers.

Objective 1.1.5.

To establish a consortium of higher education institutions aimed at conducting joint research in the European Research Area.

Objective 1.1.6.

To prepare and implement an employment policy that would support the SGH Warsaw School of Economics in recruiting and hiring researchers from abroad, as well as junior teaching and research faculty with a high development potential.

1.2. Commitment

Creating an environment for conducting fundamental and applied research of international quality.

The commitment will be achieved by pursuing the following objectives:

Objective 1.2.1.

To design and implement a system for managing research projects to streamline the preparation, implementation and accounting of projects, and enable the dissemination of project outcomes.

Objective 1.2.2.

To implement an assistance programme aimed at increasing the effectiveness of applications for international grants for the financing of academic projects.

Objective 1.2.3.

To introduce framework solutions, facilitating the process of publishing papers and work authored by the SGH Warsaw School of Economics' research faculty and doctoral students in internationally recognised journals and publishing houses.

Objective 1.2.4.

To strengthen the international position of key journals published by the SGH Warsaw School of Economics.

1.3. Commitment

Creating an environment for the continuous development of research skills and professional development of the SGH Warsaw School of Economics' faculty, based on the principles of levelling the playing field and anti-discrimination.

The commitment will be achieved by pursuing the following objectives:

Objective 1.3.1.

To launch an academic mentoring programme consisting of counselling in the area of academic teachers' development, in particular in the early stages of an academic career.

Objective 1.3.2.

To create a comprehensive programme of strengthening the development of young research faculty by supporting the academic potential of first-cycle and second-cycle students, as well as doctoral students. The programme will provide as well for the creation of a research trainee position and will ensure the implementation of measures that promote the engagement of supervisors and the establishment of master-apprentice relations.

Objective 1.3.3.

To design a career path for the research and teaching faculty.

Objective 1.3.4.

To implement the Gender Equality Plan.

1.4. Commitment

Intensifying cooperation between the University and its economic and social environment in the area of applied research.

The commitment will be achieved by pursuing the following objectives:

Objective 1.4.1.

To improve the ecosystem that supports the delivery of research for business in the University's own research portfolio.

Objective 1.4.2.

To specify key areas in the economic and social environment in which research commissioned by businesses, public institutions, NGOs and other entities of the economic and social environment will be conducted.

Objective 1.4.3.

To introduce mechanisms for supporting legal and patent protection of the results of research conducted by SGH Warsaw School of Economics' faculty.

Objective 1.4.4.

To implement a programme aimed at developing the skills of research faculty and doctoral students in the area of applied research conducted in businesses and public institutions.

II. Teaching

A vision for teaching

The SGH Warsaw School of Economics will shape future leaders of social and economic life, and will be a place where talented students from all over the world can develop their interests. The modern educational offer of each level of studies and each stage of professional development will enable the University to equip its learners with values and competences that will allow them to stand out in the modern labour market and play an active role in the development of civil society.

2.1. Commitment

Intensifying actions aimed at actively recruiting candidates with outstanding intellectual potential and developing individual competences of students and doctoral students.

The commitment will be achieved by pursuing the following objectives:

Objective 2.1.1.

To intensify the University's activities oriented towards the acquisition of talents when recruiting students for first-cycle and second-cycle study programmes.

Objective 2.1.2.

To launch a comprehensive onboarding programme for foreigners – both candidates and students, as well as doctoral students newly admitted to our study programmes and to the Doctoral School.

Objective 2.1.3.

To develop an academic tutoring programme for outstanding students and doctoral students.

Objective 2.1.4.

To improve a scholarship programme for talented students and doctoral students with the financial support of alumni and partner companies cooperating with the SGH Warsaw School of Economics.

Objective 2.1.5.

To establish a programme to support students and doctoral students of the SGH Warsaw School of Economics in gaining professional experience in the international environment.

2.2. Commitment

The SGH Warsaw School of Economics' educational offer will be aligned to research, market and social trends, with a leading role of the University in shaping the leaders of economic and social life.

The commitment will be achieved by pursuing the following objectives:

Objective 2.2.1.

To improve the curricula of all majors in terms of learning outcomes, course syllabi, forms of teaching, the number of course hours and the pool of basic courses, core courses, specialisation courses and elective courses.

Objective 2.2.2.

To define key knowledge areas for majors with academic and practical profiles.

Objective 2.2.3.

To launch new study programmes in cooperation with business partners.

Objective 2.2.4.

To introduce a second-cycle study programme targeted at students interested in academic research.

Objective 2.2.5.

To distinguish highly specialised majors within second-cycle study programmes.

Objective 2.2.6.

To design a career path for the teaching faculty.

Objective 2.2.7.

To establish a Centre of Excellence for Teaching Skills (Centrum Doskonalenia Kompetencji Dydaktycznych).

Objective 2.2.8.

To create mechanisms for recruiting experienced practitioners with well-established professional recognition and reputation to the SGH Warsaw School of Economics.

2.3. Commitment

Methods and forms of teaching at the SGH Warsaw School of Economics will fully reflect effective modern pedagogy and involve solutions applied by the best and top-ranked international universities of economics and schools of business.

The commitment will be achieved by pursuing the following objectives:

Objective 2.3.1.

Project methods and active methods, including methods that require students to prepare before classes, will be the dominating methods of teaching at first-cycle and second-cycle study programmes.

Objective 2.3.2.

20% of courses will be taught using distance learning methods, with the remaining 80% being accompanied by virtual solutions to support teaching and learning processes.

Objective 2.3.3.

Forms used for verifying the achievement of learning outcomes as part of course exams will be adjusted to the methods of teaching used throughout the course, with a test form being reduced to the minimum.

Objective 2.3.4.

The dominating form of first-cycle study programme thesis will be a thesis of applicable nature.

2.4. Commitment

Intensifying efforts aimed at achieving a high degree of internationalisation in teaching.

The commitment will be achieved by pursuing the following objectives:

Objective 2.4.1.

To establish a *Visiting Professors* programme to increase the number of overseas teachers.

Objective 2.4.2.

To organise a *Welcome Point* for foreign visitors to ensure assistance throughout their visit at the SGH Warsaw School of Economics.

2.5. Commitment

Strengthening the position of the SGH Warsaw School of Economics as a leader of executive education in Poland and in the region.

Objective 2.5.1.

The SGH Warsaw School of Economics will strengthen its position in terms of international rankings and accreditations for executive education programmes.

Objective 2.5.2.

The SGH Warsaw School of Economics will extend its offer with professional courses for senior/top management.

Objective 2.5.3.

The SGH Warsaw School of Economics will expand its portfolio of postgraduate programmes as regards the educational content offered and teaching modes.

Objective 2.5.4.

The SGH Warsaw School of Economics will launch an MBA programme dedicated for entrepreneurs, acting in cooperation with key players involved in the start-up ecosystem in Poland and abroad.

III. External relations

A vision for external relations

Recognisable for its social engagement and the culture of innovation, the SGH Warsaw School of Economics will be a place of open dialogue for the entire society, as well as a leading partner in the implementation of key initiatives and projects of strategic importance for the region and the country. Thanks to these actions it will shape its partnerships and multilateral relations with entities belonging to its national and international environment and contribute to their development.

3.1. Commitment

The University's activity will be observant to the need of sustainable development.

The commitment will be achieved by pursuing the following objectives:

Objective 3.1.1.

To launch the SGH Warsaw School of Economics' Open University to support life-long learning.

Objective 3.1.2.

To intensify cooperation with key public sector institutions of local and central governments and with NGOs operating in Poland.

Objective 3.1.3.

To launch a micro-credentialing programme under which the SGH Warsaw School of Economics will issue certificates confirming professional competences by validating and recognising the outcomes of formal, non-formal and informal learning.

Objective 3.1.4.

To establish a Centre of Excellence for teachers and managers of the education system in Poland.

3.2. Commitment

The SGH Warsaw School of Economics will be a leading centre of entrepreneurship and social and economic life in the region.

The commitment will be achieved by pursuing the following objectives:

Objective 3.2.1.

To establish an SGH Warsaw School of Economics' entrepreneurship incubator to support internal and external stakeholders of the University in developing their start-ups.

Objective 3.2.2.

To launch an internal accelerator to support members of the academic community in the commercialisation of their research and in the development of mature implementation projects and spin-off companies.

Objective 3.2.3.

To create the entrepreneurship ecosystem at the SGH Warsaw School of Economics' campus to enable students to run their business projects as part of their professional development.

Objective 3.2.4.

The SGH Warsaw School of Economics will strengthen its position in public discourse as a leading entity in the topics related to the social and economic issues of the region.

Objective 3.2.5.

To further develop the SGH Business Club as a forum for the exchange of experience, knowledge sharing and business relations.

Objective 3.2.6.

To extend the scope of the SGH Corporate Partners Club's activities for the purpose of providing systemic support for educational, research and managerial processes at the University.

3.3. Commitment

Alumni of the SGH Warsaw School of Economics will engage in the life of the University's academic community.

The commitment will be achieved by pursuing the following objectives:

Objective 3.3.1.

To extend the scope of the SGH Alumni Club's activity, which will further enable students graduating from first-cycle, second-cycle and postgraduate study programmes to remain active participants of the SGH Warsaw School of Economics' programmes for alumni.

Objective 3.3.2.

To create alumni centres in selected locations outside Poland.

Objective 3.3.3.

To establish the SGH Ambassador programme among the University's alumni.

3.4. Commitment

The SGH Warsaw School of Economics will strengthen its partnerships and participation in international academic networks.

The commitment will be achieved by pursuing the following objectives:

Objective 3.4.1.

To establish a programme of cooperation with prestigious international higher education institutions and academic centres.

Objective 3.4.2.

To create a consortium of universities as part of the European Universities initiative.

Objective 3.4.3.

To implement the guidelines of the Business School Impact System under which the impact of the University on its environment is assessed.

Objective 3.4.4.

To enter into agreements with key Polish diaspora organisations that support Polish diaspora around the world.

Objective 3.4.5.

To enter into agreements with key organisations that support Poland's economic cooperation with other countries.

IV. Management

A vision for management

As an organisationally efficient entity and a friendly working environment, the SGH Warsaw School of Economics will be a place where employees can achieve their professional ambitions. The implementation of managerial solutions and best practices, as well as the development of infrastructure, will ensure the achievement of the University's strategic objectives. When making decisions, it will follow the idea of sustainable development.

4.1. Commitment

The SGH Warsaw School of Economics will become a leader of good practices in university management by implementing modern support systems and sharing its competence in this regard.

The commitment will be achieved by pursuing the following objectives:

Objective 4.1.1.

To develop a system for the comprehensive support of managerial processes at the SGH Warsaw School of Economics.

Objective 4.1.2.

To implement a comprehensive Business Intelligence system for core and supporting activities at the SGH Warsaw School of Economics.

Objective 4.1.3.

To introduce an internal communication system ensuring that all members of the community are able to participate in the University's activities.

Objective 4.1.4.

To confirm the SGH Warsaw School of Economics' significant position on the international stage by being awarded prestigious accreditations.

Objective 4.1.5.

To strengthen the system of support for the functioning of students' organisations as forums for developing academic passions, civic attitudes and entrepreneurial attitudes, as well as taking up activities related to culture and sports.

Objective 4.1.6.

To introduce a campus management system based on sustainable development standards.

Objective 4.1.7.

To establish a centre of excellence for higher education institutions that will enable the development of relationships with the sector and to provide further consulting and deployment services for universities in the field of IT solutions, electronic document management, and personal data protection.

Objective 4.1.8.

To introduce mechanism for sharing good practices related to the improvement of the University's processes.

4.2. Commitment

Increasing the engagement of faculty in building the University's community.

The commitment will be achieved by pursuing the following objectives:

Objective 4.2.1.

Employees who perform key tasks in the strategy will be covered by a comprehensive and tailor-made programme of professional skills development.

Objective 4.2.2.

To introduce regular surveys measuring job satisfaction and the sense of community among the University's faculty.

Objective 4.2.3.

To develop an SGH volunteering programme to support the local community and disadvantaged groups, and to promote actions for the environment.

Objective 4.2.4.

To adopt a new system of the faculty's evaluation to take into account their level of engagement and impact on the University's performance.

Objective 4.2.5.

To introduce an incentive system based on the system of the faculty's evaluation and reflecting the challenges faced by the faculty in the course of the University's development.

Objective 4.2.6.

To launch a mechanism to engage retired employees in community consultations at the SGH Warsaw School of Economics, including by means of setting up a board of mentors (Rada Mentorów).

Objective 4.2.7.

To establish the Museum of the SGH Warsaw School of Economics.

4.3. Commitment

Improving the University's infrastructure.

The commitment will be achieved by pursuing the following objectives:

Objective 4.3.1.

To lead to the commissioning of the new building at Batorego street; the building will provide modern classrooms and co-working spaces for students', research and business projects.

Objective 4.3.2.

To acquire new spaces for teaching purposes and for the purpose of developing research cooperation of the University's community.

Objective 4.3.3.

To increase the standard of infrastructure in the SGH Warsaw School of Economics' student dormitories.

Objective 4.3.4.

To have the main building and the A building comprehensively refurbished.

Objective 4.3.5.

To create a new representational space for organising meetings of the academic community members with the SGH Warsaw School of Economics' partners.

Objective 4.3.6.

To digitise research and educational resources of the SGH Warsaw School of Economics.

Objective 4.3.7.

To digitise library resources and expand the offer of digital resources.

Objective 4.3.8.

To increase the standard of infrastructure used by the SGH Warsaw School of Economics' faculty for professional activity purposes.

The SGH Warsaw School of Economics' Development Strategy is to be implemented along with a strategy map providing the specification of commitments and respective targets for each strategic area (research, teaching, external relations and university management). It also indicates: deadlines/periods of completion, budget, measurements applied for the purpose of monitoring and assessing the related activities, and the names of responsible persons.

For each strategic area, transversal strategies, including internationalisation, digital transformation, social responsibility, and cooperation with alumni, are indicated on the map as integral elements.