

Schedule to Resolution no. 87 of the Senate of the SGH Warsaw School of Economics  
of 28 April 2021

**Development Strategy 2022-2032 of the SGH Warsaw School of  
Economics**

Warsaw, 28 April 2021

The SGH Warsaw School of Economics has accepted the following flagship ideas for its operation: the truth, respect for knowledge and reliability in its dissemination. The most important objectives of the University include: providing an education and the conduct of research of the highest quality, the shaping of civic attitudes as well as participation in social development and creation of an innovative economy. In its research and teaching, the SGH Warsaw School of Economics is guided by the principles of freedom of research, freedom of teaching, respect for the freedom of expression of views and mutual goodwill and tolerance, as well as a conviction that teaching serves the understanding of the world's newest scientific achievements and the shaping of skills of diligent work, development of entrepreneurship and social responsibility.

The University's operations are based on respect for international ethical standards and good teaching and research practices, taking into account the particular significance of the social responsibility of the academic world.

The staff, students, doctoral candidates and graduates of the SGH Warsaw School of Economics form a self-governing community of the University for the purpose of its improvement, which entails the creation and transfer of state-of-the-art knowledge, creation of the best conditions for the conduct of research, teaching of students, doctoral candidates and academic staff and the strengthening of cooperation with the social and economic environment.<sup>1</sup>

### **Aspirations of the SGH Warsaw School of Economics:**

A committed University community Leading academic position Leadership In education An opinion-shaping SGH Warsaw School of Economics Digital SGH Warsaw School of Economics A responsible SGH Warsaw School of Economics
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### **Mission**

SGH Warsaw School of Economics is an innovative university of economics which develops intellectual potential and educates leaders in response to the challenges of the future. It is an important centre in the world of research, new ideas and initiatives created by the academic community and graduates, as well as by representatives of business, community organisations and public administration. The SGH Warsaw School of Economics – as an independent and socially responsible university, shapes civic and ethical attitudes by its teaching, research and opinion-shaping activities.
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<sup>1</sup> § 2. Statute of SGH Warsaw School of Economics

## **Vision**

SGH Warsaw School of Economics shall be a leading and opinion-shaping European institution of higher education, which integrates the best features of an economic university and of a business school. The open and active University Community, based on academic traditions and the newest academic and scientific achievements, shall integrate interdisciplinary research of the international environment with business practice, and shall shape socially responsible leaders capable of addressing the challenges of the future.

## **Values**

Truth – sincere and brave conduct compatible with facts and objectivity;  
Professionalism – understood as high-quality and responsible activities based on constant development and improvement;  
Honesty – transparent and fair conduct in accordance with generally accepted rules by the public;  
Respect – understood as dignified and equal treatment with goodwill and respect of confidentiality;  
Cooperation – structuring of good relationships based on trust and mutual support with a view of creating a community.

## **Introduction**

The basis of the preparation of the SGH Warsaw School of Economics development strategy was a broad set of analytic and diagnostic papers (among others, the research project entitled *The Strategic Analysis of SGH Warsaw School of Economics*, research: *The Strategy of SGH Warsaw School of Economics. According to Representatives of the SGH Warsaw School of Economics Environment*), the result of which was the *Mission and Guidelines for the Vision and Development Strategy 2019-2030 of SGH Warsaw School of Economics*, approved by resolution of the Senate of the SGH Warsaw School of Economics on 28 March 2018.

The SGH Warsaw School of Economics development strategy defines the priority framework for the whole University (its key areas of activities), as well as for the colleges and administrative units. The commitments contained in the strategy set out the directions of actions in a perspective of the next 10 years (2022-2032). Strategic objectives define the plans for 5 years (2022-2027).

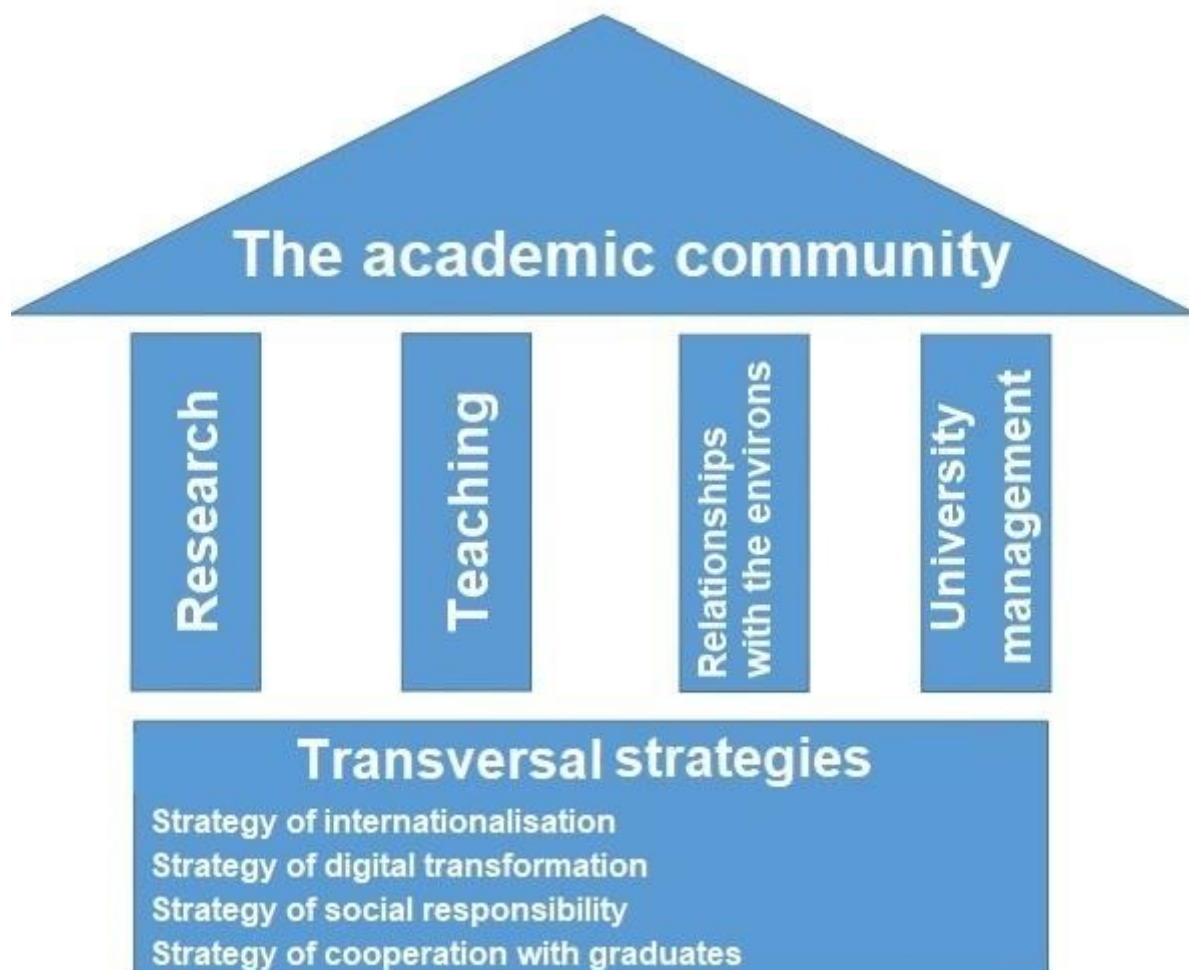
The development strategy of the SGH Warsaw School of Economics encompasses the following strategic areas, including commitments and strategic targets:

- I. Research
- II. Teaching
- III. Relationships with the environs
- IV. University management

Integral parts of strategic areas are the following transversal dimensions:

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

**Diagram 1. Structure of the SGH Warsaw School of Economics Strategy**



## I. Research

### Vision of research

*The SGH Warsaw School of Economics shall be renowned for its research excellence, shall be a place of developing the passions of researchers from all over the world. Thanks to a well-developed partnership and international cooperation network with leading universities and research centres in Poland, Europe and throughout the world, the effects of the interdisciplinary research of SGH Warsaw School of Economics researchers shall constitute the basis of the development of knowledge, innovation and creativity, contributing to the improvement of the quality of life of societies, the operation of economies, and the advancement of civilisation.*

#### 1.1. Commitment

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

Performance of this commitment shall serve the implementation of the following objectives:

##### Objective 1.1.1.

Definition of SGH Warsaw School of Economics key areas of research and implementation of an organisational and financial model of supporting research in these areas.

##### Objective 1.1.2.

Drafting and implementation of an open research strategy at SGH Warsaw School of Economics.

##### Objective 1.1.3.

Appointment of an inter-college research centre for new technologies in business, which would support and develop the research of the University staff and doctoral candidates in the areas of artificial intelligence, learning systems, automation, and financial technologies.

##### Objective 1.1.4.

Formation of national and international strategic research and academic partnerships, which would permit the formation of teams conducting joint research and implementation of international research projects, as well as improvement of the mobility of supervisors and reviewers of doctoral dissertations.

##### Objective 1.1.5.

Establishment of a consortium of universities for the purpose of conducting joint research within the framework of the European Research Area.

Objective 1.1.6.

Preparation and implementation of an employment policy conducive for the recruiting and hiring by SGH Warsaw School of Economics of foreign researchers and young research and academic staff with great potential.

*1.2. Commitment*

*Creation of the conditions for conducting basic and applied research at an international level.*

Performance of this commitment shall serve the implementation of the following objectives:

Objective 1.2.1.

Preparation and implementation of a research project management system, which would improve the preparation, conduct and accounting of projects and that will also enlarge their impact.

Objective 1.2.2.

Implementation of a support programme for the effective solicitation of international grants for the implementation of research projects.

Objective 1.2.3.

Introduction of system solutions for supporting the publication process of the research staff's and doctoral candidates' achievements in internationally renowned periodicals and publications.

Objective 1.2.4.

Strengthening of the international position of key SGH Warsaw School of Economics periodicals.

*1.3. Commitment*

*Creation of the conditions for the continuous improvement of research competences and for the professional advancement of the SGH Warsaw School of Economics staff, based on principles of equality of opportunity and non-discrimination.*

Performance of this commitment shall serve the implementation of the following objectives:

Objective 1.3.1.

Introduction of a research mentoring and consulting programme in the area of development of academic teaching staff, in particular at earlier stages of academic development.

Objective 1.3.2.

Creation of a comprehensive programme of strengthening the development of young research staff by supporting the research potential of first- and second-tier students and doctoral candidates. The programme shall also take account of the creation of the post of assistant-intern and shall ensure the implementation of solutions supporting the commitment of supervisors and the building of master-apprentice relationships.

Objective 1.3.3.

Drafting of a development path for the research and teaching staff.

Objective 1.3.4.

Implementations of the Gender Equality Plan.

#### *1.4. Commitment*

*Intensification of the University's cooperation with the social and economic environment in the deployment of implementation research.*

Performance of this commitment shall serve the implementation of the following objectives:

Objective 1.4.1.

Improvement of mechanisms for mobilising processes for the performance of research to the benefit of business practices within the University's own research portfolio.

Objective 1.4.2.

Definition of key areas of the social and economic environment, in which research will be performed, commissioned by enterprises, public institutions and NGOs, as well as by other entities of the social and economic environment.

Objective 1.4.3.

Introduction of mechanisms for supporting legal and patent protection of the research of the SGH Warsaw School of Economics staff.

Objective 1.4.4.

Introduction of the programme of competence improvement for the research staff and doctoral candidates in the area of deployment of implementation research at enterprises and public institutions.

## II. Teaching

### Vision of teaching

*The SGH Warsaw School of Economics shall form the future leaders of social and business life and shall be a place of developing the interests of talented students from all over the world. Thanks to the new teaching offer at each tier of studies and at all stages of professional improvement, the University will provide students with values and competences that will distinguish them in the modern labour market and with values which permit active participation in the creation of a civic society.*

#### 2.1. Commitment

*Intensification of measures that favour the active solicitation of candidates for studies with distinguished intellectual potential and are conducive for the individual improvement of competences by students and doctoral candidates.*

Performance of this commitment shall serve the implementation of the following objectives:

##### Objective 2.1.1.

Intensification of the University's measures oriented on the solicitation of talents during recruitment for Bachelor's and Master's degree studies.

##### Objective 2.1.2.

Introduction of a comprehensive adaptive programme for people from abroad – candidates for studies and newly admitted as students and to the Doctoral School.

##### Objective 2.1.3.

Development of the academic tutoring programme for distinguished students and doctoral candidates.

##### Objective 2.1.4.

Improvement of the scholarship programme for talented students, doctoral candidates with graduate patronage, and for SGH Warsaw School of Economics partner companies.

##### Objective 2.1.5.

Establishment of a support programme for SGH Warsaw School of Economics students and doctoral candidates in obtaining professional experience in an international setting.



## 2.2. Commitment

*The teaching offer of the SGH Warsaw School of Economics will be in line with scientific, market, and social trends, with the continued leading role of the University in shaping the leaders of business and social life.*

Performance of this commitment shall serve the implementation of the following objectives:

### Objective 2.2.1.

Improvement of curricula in all areas in terms of the effects of teaching, syllabuses and forms of education, as well as of the pool of basic, major, specialised and elective courses.

### Objective 2.2.2.

Definition of key areas of knowledge for studies with an academic and practical profile.

### Objective 2.2.3.

Introduction of new studies with a dual profile.

### Objective 2.2.4.

Introduction of an educational programme within the framework of Master's degree studies, addressed to students with research interests.

### Objective 2.2.5.

Separation of areas of Master's degree studies dealing with specialised education.

### Objective 2.2.6.

Preparation of a development path for the teaching staff.

### Objective 2.2.7.

Establishment of a Teaching Competences Improvement Centre.

### Objective 2.2.8.

Creation of a mechanism for recruiting SGH Warsaw School of Economics staff from among experienced practitioners with a well-established position and professional reputation.

### *2.3. Commitment*

*Methods and forms of education at the SGH Warsaw School of Economics will be fully in line with effective and modern teaching, which will employ solutions applied by the best and highest-ranked institutions of higher learning in the area of economics and business in international rankings.*

Performance of this commitment shall serve the implementation of the following objectives:

#### Objective 2.3.1.

The prevailing form of classes of Bachelor's and Master's degree studies shall be projects and mobilising methods, including such that require a student to come to class prepared.

#### Objective 2.3.2.

Twenty percent of courses of Bachelor's and Master's degree studies shall be conducted by remote teaching methods, and the remaining 80 percent shall have a virtual structure for supporting the teaching and learning process.

#### Objective 2.3.3.

The forms of verification of the effects of learning within the framework of examinations shall be adjusted to the methods of conducting classes, and tests shall be restricted to a minimum.

#### Objective 2.3.4.

The prevailing form of a Bachelor's thesis shall be an application thesis.

### *2.4. Commitment*

*Intensification of efforts aimed at achieving a high degree of internationalisation of education*

Performance of this commitment shall serve the implementation of the following objectives:

#### Objective 2.4.1.

Establishment of a *Visiting Professors* programme, which would increase the number of foreign professors among the teaching staff.

#### Objective 2.4.2.

Organisation of a *Welcome Point* for foreign visitors that would assure care during their stay 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 shall strengthen its position in international rankings and accreditations for executive education programmes.

### Objective 2.5.2.

The SGH Warsaw School of Economics shall broaden its offer by introducing professional courses for senior executives.

### Objective 2.5.3.

The SGH Warsaw School of Economics shall expand its portfolio of post-graduate studies, both in terms of programmes as well as in the forms of teaching.

### Objective 2.5.4.

The SGH Warsaw School of Economics shall introduce an MBA programme dedicated for entrepreneurs, in partnership with important organisations which form the entrepreneurship ecosystem in Poland and throughout the world.

### III. Relationships with the environs

Vision of relationships with the environs

*The SGH Warsaw School of Economics, recognised thanks to its social commitment and innovative culture, shall be a place of open dialogue for all society. It will also be a leading partner in the implementation of key initiatives and undertakings of strategic significance for the country and region. Thanks to such activities it will be shaping partnership and multilateral relationships with the national and international surroundings of SGH Warsaw School of Economics, contributing to their mutual growth.*

#### 3.1. Commitment

*The University's activities shall be in line with the needs of sustained development.*

Performance of this commitment shall serve the implementation of the following objectives:

##### Objective 3.1.1.

Launching of the open SGH Warsaw School of Economics, supporting learning throughout the whole of life.

##### Objective 3.1.2.

Intensification of cooperation with key public sector institutions at the local and central government level and with NGOs in Poland.

##### Objective 3.1.3.

Launching of a programme of delivering by SGH Warsaw School of Economics certificates confirming professional competences by the validation and recognition of the effects of formal, non-formal and informal learning.

##### Objective 3.1.4

Establishment of a competence improvement centre for teachers and the managerial staff of the Polish educational system.

### *3.2. Commitment*

*The SGH Warsaw School of Economics shall be the leading centre of entrepreneurship and of business and social life in the region.*

Performance of this commitment shall serve the implementation of the following objectives:

#### Objective 3.2.1.

Launching of the SGH Warsaw School of Economics Entrepreneurship Incubator for supporting internal and external stakeholders of the University in developing start-ups.

#### Objective 3.2.2.

Launching of an in-house accelerator for supporting members of the academic community in the commercialisation of research and development of mature implementation projects and spin-off companies.

#### Objective 3.2.3.

Establishment of an entrepreneurship ecosystem at the SGH Warsaw School of Economics campus, which will provide students with the opportunity to create business projects as a form of professional improvement.

#### Objective 3.2.4.

SGH Warsaw School of Economics will strengthen its position in the public discussion on subjects concerning the region's social and economic problems.

#### Objective 3.2.5.

Development of the SGH Warsaw School of Economics Entrepreneurs' Club as a forum for the exchange of experiences, knowledge and business relationships.

#### Objective 3.2.6.

Expansion of the scope of activities of the SGH Warsaw School of Economics Partners Club for the needs of system support for the teaching, research and managerial processes of the University.

### *3.3. Commitment*

*SGH Warsaw School of Economics graduates shall be a committed part of the University's academic community.*

Performance of this commitment shall serve the implementation of the following objectives:

Objective 3.3.1.

Expansion of the scope of activities of the SGH Warsaw School of Economics Partners Club, which to an even greater extent will allow students completing graduate and postgraduate studies to remain active participants of SGH Warsaw School of Economics graduate programmes.

Objective 3.3.2.

Creation of graduate relations centres in selected centres outside Poland.

Objective 3.3.3.

Launching of the 'SGH Warsaw School of Economics Ambassador' programme among the University's graduates.

*3.4. Commitment*

*The SGH Warsaw School of Economics shall strengthen partnerships and participation in international academic networks.*

Performance of this commitment shall serve the implementation of the following objectives:

Objective 3.4.1.

Launching of a cooperation programme with prestigious international institutions of higher learning and research centres.

Objective 3.4.2.

Creation of a consortium of universities within the framework of the European Universities initiative.

Objective 3.4.3.

Implementation of BSIS (*Business School Impact System*), which assesses the University's impact on the environs.

Objective 3.4.4.

Entering into understandings with key Polish Diaspora organisations which support Polish communities abroad.

Objective 3.4.5.

Entering into understandings with key organisations supporting Poland's economic cooperation with other countries.

## V. Management

### Vision of management

*The SGH Warsaw School of Economics - characterised by organisational efficiency and a friendly working environment, shall be a place for achieving the staff's professional aspirations. Thanks to the implementation of managerial solutions and best practices and owing to the development of infrastructure – shall assure the achievement of the University's strategic objectives. It shall be guided by sustainable development in taking its decisions.*

#### 4.1. Commitment

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

Performance of this commitment shall serve the implementation of the following objectives:

##### Objective 4.1.1.

Preparation of a system of comprehensive managerial processes support at the SGH Warsaw School of Economics.

##### Objective 4.1.2.

Implementation of a comprehensive managerial information system as regards basic and support activities of the SGH Warsaw School of Economics.

##### Objective 4.1.3.

Introduction of an in-house information system which assures the general participation of community members in the University's activities.

##### Objective 4.1.4.

Confirmation of the SGH Warsaw School of Economics' significant international position by the obtaining of prestigious accreditations.

##### Objective 4.1.5.

Strengthening of the support system for the operation of the University's student organisations as a place for developing research passions, civic and entrepreneur attitudes and cultural and sports activities.

##### Objective 4.1.6.

Introduction of a campus management system with the application of sustainable development standards.

##### Objective 4.1.7.

Creation of a competence centre for higher education institutions which will allow for relations-building in the environment, as well as expansion of conducted expert and implementation services for the University as regards IT solutions, electronic documentation management and personal data protection.

Objective 4.1.8.

Introduction of a good practices reporting system as regards the improvement of the University's operation.

#### *4.2. Commitment*

*Increase of the staff's commitment in strengthening the University's community.*

Performance of this commitment shall serve the implementation of the following objectives:

Objective 4.2.1.

The staff which performs key tasks in areas covered by the strategy shall be covered by a comprehensive and individualised professional competence improvement programme.

Objective 4.2.2.

Introduction of systematic testing of the satisfaction level of working and of the feeling of creating a community among the University staff.

Objective 4.2.3.

Growth of the SGH Warsaw School of Economics volunteer programme for supporting the local community and socially excluded groups, and measures for the benefit of the natural environment.

Objective 4.2.4.

Adoption of a new system of staff evaluation, which will take into account the degree of commitment and impact on the effects of the University's activities.

Objective 4.2.5.

Introduction of a motivation system based on the system of staff evaluation, adequate for the challenges faced by the staff in the growth of the University's activities.

Objective 4.2.6.

Launching of a mechanism of involving retired employees in environmental consultations at the SGH Warsaw School of Economics, including the establishment of a Mentor Board.

Objective 4.2.7.

Creation of the SGH Warsaw School of Economics Museum.



### *4.3. Commitment*

#### *Improvement of the University's infrastructural conditions.*

Performance of this commitment shall serve the implementation of the following objectives:

Objective 4.3.1.

Commissioning of a new University building at ul. Batorego, which will provide modern classrooms as well as coworking space for the performance of teaching, research and business projects.

Objective 4.3.2.

Solicitation of new spaces for teaching and expansion of research cooperation of the University community.

Objective 4.3.3.

Raising the standards of infrastructural conditions at SGH Warsaw School of Economics dorms.

Objective 4.3.4.

Comprehensive modernisation of the Main Building and Building A.

Objective 4.3.5.

Creation of new spaces for entertainment, earmarked for the organisation of meetings of academic community members with SGH Warsaw School of Economics partners.

Objective 4.3.6.

Digitalisation of the academic and teaching resources of the SGH Warsaw School of Economics.

Objective 4.3.7.

Digitalisation of library resources and expansion of the offer of digital resources.

Objective 4.3.8.

Raising the standard of infrastructural conditions for the SGH Warsaw School of Economics staff's professional activities.

The implementation of the SGH Warsaw School of Economics development strategy shall be conducted with the use of a strategy which contains each of the following strategic areas: research, teaching, relations with the environs, and university management, including specification of the commitments and objectives assigned to them, with the indication of dates/time of their performance, budget, applied monitoring yardsticks and assessment of activities associated with them and the names of responsible persons.

An integral part of the map within each strategic area is the indication of transversal strategies implementation: internationalisation, digital transformation, social responsibility and cooperation with graduates.