Faculty of Management, University of Warsaw, Poland

# STRATEGIC PLAN FOR THE FACULTY OF MANAGEMENT

**Strategy 2030**

# TABLE OF CONTENTS

# 1. Mission statement

## 1.1 Mission of the FoM

The FoM's mission statement is:

> **We develop future leaders, managers and entrepreneurs for business and the public sector who understand East and West.**

The first area of the FoM's mission statement is the development of managers, leaders, and entrepreneurs for international and Polish companies at all levels of education: undergraduate, graduate, postgraduate, and executive. Simultaneously, as part of the best university in Poland and one of the best in Central and Eastern Europe, the University of Warsaw – FoM, wants to continuously improve the level of research and the publications which accompany it. In particular, practical research is to be expanded in order to build the school's position as an international specialist and become an attractive partner for national and international stakeholders. The FoM wants to take advantage of its unique geographical location, the experience of the Polish economic transformation and a strong network of international cooperation, in order to become a bridge between the East and the West, or developed countries and emerging markets.

### 1.1.1 Distinctiveness

In comparison to other business schools in Poland, the FoM, as a school responsible for its surroundings, and places emphasis on delivering solutions for the public sector. The FoM also wants to attract attention to two additional matters, firstly, the weakness of practice-oriented research activity in Poland, secondly, the ability to connect many environments – i.e., business, academia, the government, and NGOs. In the future, this is supposed to be the key core competence of the FoM, both on a national and an international level.

The mission of the FoM is fully compatible with the mission of the University of Warsaw (UW). Out of the largest Polish universities, only the UW developed a well-established Faculty of Management. This position is additionally emphasized by the fact that the Executive MBA at FoM is the only university program on the list of the top ten MBAs in Poland. This offers unmet opportunities for the collaboration with other faculties of the University and opens diverse learning opportunities for our students. Those opportunities will be further developed within the updated strategy. In addition to the above, the Faculty, as well as the University, possess the financial, human, and infrastructural resources necessary to carry out its aforementioned mission statement.

### 1.1.2 Vision and Values

**Vision of the Faculty of Management:**

"*The Faculty of Management seeks:*
- *To sustain the School´s leading position in Poland at undergraduate, graduate and postgraduate levels and to consolidate its position in existing international markets.*
- *To extend these activities to: selected new international markets; executive education for both individuals and companies; and research with a predominant orientation on practice – all in a manner consistent with the heritage of the institution, while at the same time meeting the emerging needs of the market.*
- *To become a "thought (intellectual) leader" in the fields which it chooses to specialize in (for example: entrepreneurship, East/West business, fields that stem from joint research with other units of the University)."*

The above-presented vision clearly defines the aspirations of the community of employees and students forming the FoM to be one of the best (if not the best) business schools in Poland. On the one hand, the FoM already has this position established, while on the other, given the market changes and the pressure of competing schools, maintaining it poses a great challenge.

No less important than the mission and vision are the values held by our community. These state how we want to achieve our goals, show who we are to ourselves and how we want to act in the future. They also present the philosophy and the organizational culture both of the Faculty of Management and of the entire University of Warsaw.

### 1.1.3 Values of the Faculty of Management

"*Faculty of Management staff, students and faculty work together in a learning and entrepreneur community characterized by openness, civility, mutual respect, impartiality, honest communication and compliance with intellectual property law.*
*The distinctiveness of our community is exemplified by values that we consider most important. These are:*
- *faculty – student interaction of the highest quality,*
- *adopting a newest possible perspective, including a global and sustainable approach, as an essential aspect of business education,*
- *support for active members of the community of the Faculty of Management,*
- *promoting the creation and dissemination of new knowledge while maintaining respect for intellectual property,*
- *taking efforts to support all initiatives for continuous learning.*"

The values reflect our organizational culture. They are  well-known, widely accepted, and easy to notice in every aspect of the Faculty's activity. Our Values include explicit commitment to ethically and socially responsible behavior in the management-related professions.

In the process of strategy update 2021, we have discussed an abbreviated version of the Faculty's values, stating that we are:
- an Open University Community;
- setting trends in research and teaching;
- presenting diverse perspectives.

The updated version of the Values will be used in communication with internal and external stakeholders of the Faculty of Management.

### 1.1.4 Impact on Decision Making

The mission statement and values are at the core of the decisions made at the FoM. Since the financial goal of the University is not a maximization of profits, we are focusing on: the development of a truly academic community that will  respect diverse viewpoints; setting a research agenda in order to study the core challenges of contemporary societies and economics;  and educating students on all levels. This means that  our  mission constitutes  a guideline for new programs, research initiatives and joint projects. The proper articulation of  the mission and values helped us define the strategic domain of the Faculty,  to make  appropriate investment decisions, and to initiate activities aimed at the fulfillment of the mission itself. For example, the idea to invest in new facilities for the purpose of Executive Education, but also to make them available to regular students was inspired by the "open community" value. The usage of new breaktime rooms (Faculty club and professors club) and the newly-renovated kitchen at the FoM will not be restricted to the academics only, but will also be available  to  the professional staff. Finally, the values of the Faculty will also play a role when selecting international partners in the future.

### 1.1.5 Appropriateness for the FoM's Constituencies

The current mission and values were discussed during the most recent strategic update process and led to the new shortened statement of the mission and values. During the consultation process the opinions of the student body, faculty and administrative members, competitors, and other stakeholders of the Faculty were taken into consideration. In general, they agreed with the overall mission and values of the FoM, highlighting some areas for improvement, including building sustainable relations with key stakeholders, developing communication strategies reflecting the FoM values, and introducing redesigned journey experiences for students, researchers and teachers.

## 1.2 FoM's mission in relation to the University of Warsaw

The University of Warsaw (UW) still recognizes its mission as a public utility institution that was formulated by its founders in 1816: *"The University should not only maintain in the nation both learning and skills at the level they have already attained in the scholarly world, but also further develop and propagate them as well as apply their theory for the public good."* The University fulfills its aim with the participation of the entire University community: its scholars, students, and staff.

Current University strategy is focused on a number of strategic initiatives:

- The UW for Climate
- Developing the 4EU+ Alliance, that includes Charles University of Prague, Heidelberg University, Sorbonne University, Copenhagen University, and the University of Milan.
- Excellence Initiative for research universities (IDUB)
- Integrated initiative for the development of the University of Warsaw (Internal development of the study programs and management of the University)
- Long-term Investment Plan (2016-2025).

The Faculty of Management is actively participating in the initiatives set at the University level. This includes activities such as the development of the study programs, offering training and courses taught by the faculty at other units of the University, as well as investment activities.

## 2. Strategy Process - Stakeholder Involvement

At the beginning of 2021 a strategy update process was initiated. The idea of the process was to involve key external and internal stakeholders, in order to develop a common strategy for the Faculty. The process was divided into four stages:

1. Analysis
2. Discussion
3. Formulation
4. Communication

**Internal Analysis:**
•Resources and capabilities
• Relations and value chain creating unique preposition

Strengths and weaknesses,
core competences and skills

**External Analysis:**
• Environment
• Industry
• Competitors
• Stakeholders

Opportunities and Threats

**Strategic Choices:**
Mission and Vision;
Strategic Domain: products/services and markets;
Business model

**Strategic initiatives**
Sales, Marketing & PR, Teaching, Operations, Finance, HRM, Structures and processes.

**Results:**
Unique system of resources and capabilities
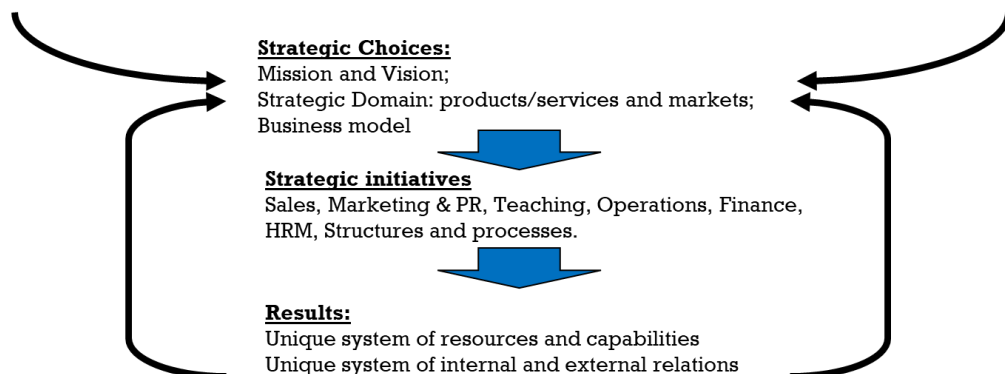Unique system of internal and external relations

*Figure 1 Strategy Process for the FoM's strategy*

For the first time in the history of the Faculty we have involved such a broad, diverse representation of stakeholder groups in the process, including:

- Over 30 faculty members of the academics and administration (who were involved in stages one and two).
- Over 20 key stakeholders of the Faculty, including:
  - external stakeholders, i.e. Mr. Adam Struzik, Marshall of the Mazovian Voivodeship,
  - Mr. Mateusz Gaczyński, Director of the Ministry of Education and Science,
  - Wojciech Kamieniecki, PhD, Director at the National Center of Research and Development,
  - Mr. Krzysztof Kowalczyk journalist at Rzeczpospolita (leading economic journal in Poland),
  - Mr. Jarosław Kędzior, Director of Electronic Arts in CEE and Russia and Mr. Maciej Misztak, MD Continental Europe and former Soviet Union,
  - internal stakeholders: prof. dr hab. Maciej Jędrusik - Dean of the Faculty of Geography and Regional Studies, Dean and vice deans at the FoM, professors and program directors.
- Over 1000 students who participated in the workshop and a questionnaire.
- All employees of the Faculty present at the September's FoM Conference discussed the strategy.
- Members of the Advisory Board.

The process timeline is described below with specified responsibility and deadlines:

*Table 1 Strategy process timeline*

| Task | Responsibility | Deadline (DD/MM/YYYY format) |
|---|---|---|
| 1. Structuring the project | Dean, Strategy Leader | 28. 02. 2021 |
| 2. Kick-Off 1 | Strategy Leader Team Leaders | 12. 03. 2021 |
| 3. Data collection | Team Leaders | 30. 04 2021 |
| 4. Strategic workshop 1 | Dean, Strategy Leader, Team Leaders | 31. 05 2021 |
| 5. Kick-Off 2 | Strategy Leader, Teams 2 leaders | 30. 06 2021 |
| 6. Recommendations | Teams 2 Leaders, Strategy Leader, | 1. 09. 2021 |
| 7. Strategic Workshop 2 | Strategy Leader, Teams 2 Leader | 15. 09. 2021 |
| 8. Stakeholder Consultation | Dean | 31. 10. 2021 |
| 9. Strategy Approval | Dean, Faculty Council | 30. 11. 2021 |
| 10. Strategy Communication and Implementation | Dean, Vice Deans and Directors, PR Section | Start: 1. 12. 2021 |

The following table presents the analyzed areas, tools that were used for the analysis and persons responsible for thereof:

*Table 2 Scope of Analyses and Teams*

| Team Area | Tools | Team Members (Team leaders bolded) |
|---|---|---|
| Trends | PEST / OTs | **Mariusz Trojanowski,** Edyta Barmentloo, Adam Niewiadomski |
| Environment | Stakeholder Analysis | **Michał Zdziarski,** Magdalena Klimczuk-Kochańska, Karolina Łudzińska, Filip Wójcik, Mariola Zalewska, |
| Competitors | SW / OT** | **Agnieszka Wilczak** i Natalia Gmerek |
| Students | Market Analysis | **Michał Ścibor-Rylski,** *Paweł Wójcik, Consulted by: Katarzyna Dziewanowska, 1000+ students who participated in qualitative and quantitative research* |
| Organizational Analysis – Intangible Resources | VRIO Analysis | **Jacek Pasieczny**, Magdalena Klimczuk – Kochańska, Agnieszka Postuła |
| Organizational Analysis – Tangible Resources | Infrastructure and IT Systems Analysis | **Katarzyna Niewińska,** Jacek Kiryło, Marek Mossakowski (CIO), |
| Finance | Financial analysis | **Adam Chmielewski, Grzegorz Karasiewicz,** Katarzyna Sułkowska (CFO) |

Among team members there were faculty members from various departments, the administration, and students of various study levels (BA, MA, and PhD). In addition, members of the Advisory Board were consulted in the final stages of the strategy formation.

## 3. Strategic Initiatives

The strategy is built around 5 strategic initiatives for which analyses were developed and proper actions were recommended:

1. Bachelor and Master Studies
2. Executive Education, including Executive MBA and postgraduate certificate programs
3. Research
4. Infrastructure
5. Finance and Human Resources

The selection of the strategic initiatives reflect the responsibilities of the vice-deans and directors:

*Figure 2 Strategic initiatives*

In order to facilitate the process there were three basic sources of inspiration and ideas:
- Internal benchmarking between different units of the Faculty (for example, using experiences of the Executive Education for promotion of other studies) as well as other faculties at the University (for example, evaluation of the administration and feedback communication processes).
- External benchmarking offered by partner universities and Advisory board members, alumni, and experience gained through accreditation processes.
- Synergy between the activities of various units of the University and the Faculty, for example, taking part in the strategic partnerships of the University, or between the UW faculties.

Additionally, some focus areas were established for the majority of strategic initiatives. This was carried out in order to facilitate the process as a guideline or an inspiration. Actually, the areas were determined on the basis of the findings made in the strategy development process and the SWOT analysis.

*Figure 3 Recommended focus areas*

The Marketing & PR areas were identified in most of the strategic initiatives: not only for potential students, but also for other stakeholders. It is one of the main objectives to attract them to cooperate with the Faculty, as well as with the employees and cooperating organizations.

The process management was also identified as a common improvement area for experience management for students of different programs, including executive education. In addition, faculty members on-boarding as well as processes supporting research development need to be improved.

We also found out that appropriate project management methods were underdeveloped, and that faculty members were not necessarily taking advantage of project management tools that they had at their disposal. It would be beneficial to encourage the use of a variety of currently available online tools (such as Trello or Slack) when creating and managing projects at the FoM in the future. Additionally, through adapting a proper project management approach and a unified project execution system, all project participants and components (e.g., work packages, budget, stages, deadlines) would be appropriately defined, assigned, executed and controlled. Adapting such an approach would demonstrate the Faculty's competence and fluency in project management and allow it to fulfill the expectations of various stakeholders.

The Digital Transformation was another area for improvement as recommendation based on the SWOT analysis. This required a much more systematic approach with customer- (external and internal) driven focus.

Finally, the ESG area was defined as the one of focus for all of the strategic initiatives. It is expected to include appropriate ESG activities.

The above listed areas of improvement could be also used in fields of core competence development. This could be applied to each of the strategic initiatives. The synergy between the initiatives could facilitate the process of strategy implementation.

*Table 3 Strategic Initiatives and Focus Areas*

| Strategic Initiatives and Focus Areas | Marketing & PR Employer Branding | Process Management | Project Management | Digital Transformation | ESG |
|---|---|---|---|---|---|
| **Bachelor and Master Studies – dr hab. Monika Skorek i dr hab. Katarzyna Dziewanowska** | 1 | 1 | ½ | 1 | 1 |
| *Executive Education (Executive MBA, CPPs and Corporate Trainings) – dr Tomasz Ludwicki* | 1 | ½ | 1 | 1 | 1 |
| **Research and Development– dr hab. Marcin Żemigała** | 1 | ½ | 1 | 1 | 1 |
| **Infrastructure – dr hab. Igor Postuła** | 1 | 1 | ½ | 1 | 1 |
| **Finances and Human Resources – Prof. dr hab. Grzegorz Karasiewicz** | 1 | 1 | 1 | 1 | 1 |

*Legend: 1 – fully implemented, ½ partially implemented.*

Mission and vision of the FoM and strategic initiatives

Strategic initiatives 1 and 2 are solely based on the mission of the faculty that stresses out the development of future leaders, managers, entrepreneurs for business and public sector. In addition, within the above-mentioned initiatives we want to develop international relations on the candidate, students, and research levels. In addition, the listed initiatives create a supportive environment to strengthen and develop values of the FoM, namely faculty - student interaction, supporting active members of the community, promoting, and disseminating knowledge, as well as support initiatives for continuous learning. Finally, all the initiatives are based on the common ground of the underlying values of the open University community, setting trends in research and teaching that are presenting diverse perspectives.

# 4. Strategy Implementation: Goals / Objectives, Actions, Timeline and Expected Outcomes

In the section below the strategy implementation agenda is described. For each of the areas goals, actions, those responsible for the implementation, source of financing, timeline and expected outcomes are listed. In addition to the above-mentioned areas there is additional strategy implementation and monitoring area defined.

## 4.1 Strategy implementation & monitoring

*Goal: Efficient and effective implementation of Strategy 2030*

| Actions to be implemented: | Person(s) responsible: | Financial resources: | Timeline: 2023 | Timeline: 2025 | Expected outcomes: |
|---|---|---|---|---|---|
| Strategy Communication | Promotion Office | FoM budget USD 5.000 | X | | Employees and other stakeholders know and identify with strategy |
| Intensification of Advisory Board Activities | Dean / Director for Executive Education | FoM budget USD 5.000 | KPI 4.1 | | Inputs and collaboration with AB |
| Strategy updates | Dean | FoM budget USD 3.000 | X | | Continuously updated strategy |
| Risk Assessment | Risk Assessment Team | FoM budget USD 2.000 | X | | Continuous risk assessment and mitigation plans |
| Strengthening the leading position among business schools in Poland and in the region | Faculty Board | FoM budget USD 20.000 | | KPI 4.2 | Maintaining the first place in Polish rankings, promotion in international rankings |
| Maintaining EQUIS and AMBA accredited status, obtaining AACSB accreditation | Faculty Board | FoM budget, subsidy from the Ministry of Science and Higher Education USD 60.000 | KPI 4.3 | | To become a triple-accredited business school |
| Extending the range of cooperation with other University of Warsaw faculties | Faculty Board | Central budget (50%) FoM budget (50%) USD 5.000 | | X | Joint study programs, joint research projects |
| Increasing the level of internationalization | Director for International Relations | FoM budget UW budget USD 100.000 | | KPI 4.4 | 20 % more full time foreign students, 20% more foreign lectures, 20% more FoM students studying a semester abroad |
| Implementation of new PR and marketing strategies for the Polish and CEE markets | Faculty Board, Promotion Office | FoM budget USD 150.000 | KPI 4.5 | | Increasing the visibility of FoM |

| Key Performance Indicator | Current state | Target |
|---|---|---|
| KPI 4.1 - Advisory Meetings | 1 per annum | 2 per annum, plus 2 committee meetings p.a. |
| KPI 4.2 - Rankings in region | #1 or 2 in Perspektywy Ranking (Faculty and EMBA), Eduniversal Ranking | #1 or 2 in Perspektywy Ranking (Faculty and EMBA), Eduniversal Ranking Entering FT ranking in at least one category |
| KPI 4.3 - Receiving and maintaining triple crown | AMBA and EQUIS Accredited | Triple crown accredited & Max accreditation periods |
| KPI 4.4 - Increasing internationalization | As stated in the report | 20% increase |
| KPI 4.5 - Market recognition | | 20% increase in media listings PL 5 articles on FoM in international, recognized media (p.a.) |

## 4.2 Bachelor and Master Studies

### 4.2.1 Students

*Goal: To put the image of an open, inclusive and multidisciplinary FoM UW into action.*

| Actions to be implemented: | Person(s) responsible: | Financial resources: | Timeline: 2023 | 2025 | Expected outcomes: |
|---|---|---|---|---|---|
| "Synergia" online platform to cooperate with business and alumni - to be launched | Vice Dean for Development, Career and Alumni Relations Office | Subsidy from the Ministry of Science and Higher Education USD 100.000 | KPI 4.6 | | Strengthen cooperation with business and alumni |
| Creating a student path to facilitate access to information, transparency of procedures in the course of education, development opportunities at FoM and UW, etc. | Vice Dean for Students' Affairs and Quality of Teaching | FoM budget, UW budget (Didactic Innovations Found) USD 20.000 | KPI 4.7 | | Increasing the quality of student service |
| Strengthening PR activities in the field of recruitment from abroad | Promotion Office | FoM budget USD 50.000 | KPI 4.50 | | More candidates from abroad |
| Further improvement of FoM orientation days and onboarding for students | Vice Dean for Students' Affairs and Quality of Teaching, Career and Alumni Relations Office | FoM budget USD 15.000 | KPI 4.8 | | Increasing the quality of student service |
| Further development of the program for High Schools | Vice Dean for Students' Affairs and Quality of Teaching | FoM budget, subsidy from the Warsaw City Hall, grant of the Polish National Bank USD 30.000 | KPI 4.9 | | Increasing the number of cooperating high schools, increasing the number of good quality candidates for studies |
| Introduction of degressive fees for students | Dean | N/A | KPI 4.10 | | Reduction of the drop-out rate |
| Increasing the number of joint classes in English for Polish and foreign students | Vice Dean for Students' Affairs and Quality of Teaching | N/A | KPI 4.11 | | Increasing the integration of Polish and foreign students. Increasing the language skills of Polish students. |
| Increasing the number of practitioners invited to classes | Vice Dean for Students' Affairs and Quality of Teaching, Career and Alumni Relations Office | FoM budget USD 20.000 | KPI 4.12 | | more practitioners invited to classes, strengthening the practical aspects of teaching |
| Continuous improvement of the quality assurance in terms of quality of teaching and effectiveness of learning | Vice Dean for Student Affairs and Quality of Teaching | FoM budget USD 3.000 | ongoing | | Improvement of the quality assurance |
| More intensive exploration of curriculum map for course embedded measures | Vice Dean for Students' Affairs and Quality of Teaching | FoM budget USD 2.000 | KPI 4.13 | | Improvement of the AoL procedure and outcome |
| Use of student internship evaluation forms in the AoL procedure | Vice Dean for Students' Affairs and Quality of Teaching | FoM budget USD 2.000 | KPI 4.14 | | Improvement of the AoL procedure and outcome |

| Key Performance Indicator | Current state | Target |
|---|---|---|
| KPI 4.6 - Synergia platform | not launched yet | launched in 2023 |
| KPI 4.7 - Student path | not available yet | manuals and instructions prepared in 2023 |

| KPI 4.50 - Recruitment from abroad | 3 candidates per place | 5 candidates per place |
|---|---|---|
| KPI 4.8 - Development of Orientation Days | joint Orientation Days for all students | development of Orientation Days for each cohort of students (full-time, weekend, Erasmus+) in 2023 |
| KPI 4.9 - More patronage classes in high schools | 4 schools | 6 schools in 2023 |
| KPI -4.10 - Degreesive fees for students | no degressive fees for students | degressive fees for students in 2023 |
| KPI 4.11 - More joint classes for students | 4 joint classes | 12 classes in 2023 |
| KPI 4.12 - More guest practitioners in classes | practitioners invited to some classes by individual lecturers | 20 practitioners per semester invited to classes as part within the program coordinated by the Career and Alumni Office |
| KPI 4.13 - Exploration of curriculum map | 2 rubrics | at least one rubric for each goal (min 9 rubrics) |
| KPI 4.14 - Student internship evaluation in AoL process | student internship evaluation forms not used in the AoL process so far | student internship evaluation forms used in the AoL process |

## 4.2.2 Curriculum Management

*Goal: Practice-oriented and multi-cultural curriculum.*

| Actions to be implemented: | Person(s) responsible: | Financial resources: | Timeline: 2023 | Timeline: 2025 | Expected outcomes: |
|---|---|---|---|---|---|
| Increasing the number of joint classes in English for Polish and foreign students | Vice Dean for Students' Affairs and Quality of Teaching | N/A | KPI 4.11 | | Increasing the integration of Polish and foreign students. Increasing the language skills of Polish students. |
| Increasing the number of practitioners invited to classes | Vice Dean for Students' Affairs and Quality of Teaching, Career and Alumni Relations Office | FoM budget USD 20.000 | KPI 4.12 | | more practitioners invited to classes, strengthening the practical aspects of teaching |
| Introduce BA Program in English | Vice Dean for Students' Affairs and Quality of Teaching, Director for International Affairs | FoM budget, UW budget (Didactic Innovations Found) USD 60.000 | | KPI 4.15 | BA Program in English, increasing the number of students, both international and Polish, and revenue |
| Improve MA Program in English | Vice Dean for Students' Affairs and Quality of Teaching, Director for International Affairs | FoM budget, UW budget (Didactic Innovations Found) USD 20.000 | | KPI 4.16 | Improved MA Program in English, increasing the number of students, both international and Polish, and revenue |

| Key Performance Indicator | Current state | Target |
|---|---|---|
| KPI 4.11 - More joint classes for students | 4 joint classes | 12 classes in 2023 |
| KPI 4.12 - More guest practitioners in classes | practitioners invited to some classes | more practitioners invited to classes by 2023 |
| KPI 4.15 - BA in English | no BA in English | 2025 |
| KPI 4.16 - New MA in English | 1 MA program in English | new MA in English program in 2025 |

## 4.2.3 Teaching Effectiveness

*Goal: Blended knowledge and practice-oriented learning processes supported by up-to-date technologies.*

| Actions to be implemented: | Person(s) responsible: | Financial resources: | Timeline: | | Expected outcomes: |
|---|---|---|---|---|---|
| | | | **2023** | **2025** | |
| Strengthening the transfer of intergenerational knowledge through a mentoring program | Dean, Vice Dean for Research | FoM budget USD 25.000 | KPI 4.17 | | Increasing the level of knowledge of the younger faculty members |
| Introduction of the reward system for the best lecturers | Vice Dean for Students' Affairs and Quality of Teaching | FoM budget, UW budget USD 30.000 | KPI 4.18 | | Increasing faculty members' motivation in teaching. Awarding the best lecturers |
| Increase the number of faculty members with business and international experience | Dean, Heads of Academic Units | FoM budget USD 50.000 | | KPI 4.19, KPI 4.20 | 10% more faculty members with business experience, 10% more faculty members with international experience |
| Further development of IT infrastructure for remote and hybrid work | Vice Dean for Development, IT Center | FoM budget, UW budget USD 250.000 | ongoing, KPI 4.45 | | New IT infrastructure, improving the effectiveness of teaching |

| Key Performance Indicator | Current state | Target |
|---|---|---|
| KPI 4.17 - Mentoring program | no mentor program | launched in 2023 |
| KPI 4.18 - Best lecturers reward system | not available yet | launched in 2023 |
| KPI 4.19 - Faculty members with business experience | 30% (56/183) faculty members have business experience | 40% faculty members with business experience |
| KPI 4.20 - Faculty members with international experience | 71% (130/183) faculty members with international experience | 81% faculty members with international experience |
| KPI 4.45 - IT infrastructure for remote and hybrid work | 2 portable workstations, 1 hybrid work classroom | more than 2 portable workstations, 4 classrooms |

## 4.2.4 Student and Graduates Interactions:

*Goal: A strong and supportive network serving the needs of the community of students and graduates.*

| Actions to be implemented: | Person(s) responsible: | Financial resources: | Timeline: | | Expected outcomes: |
|---|---|---|---|---|---|
| | | | 2023 | 2025 | |
| To increase the FoM's financial support for student initiatives | Faculty Board, Career and Alumni Relations Office | FoM budget, co-financed by FoM business partners USD 30.000 | KPI 4.21 | | Integrating students and strengthening their ties with FoM |
| "Synergia" online platform which will allow businesses and alumni to cooperate (to be launched) | Vice Dean for Development, Career and Alumni Relations Office | Subsidy from the Ministry of Science and Higher Education USD 100.000 | KPI 4.6 | | Strengthen cooperation with business and alumni |
| Creating a student path that will facilitate access to information, transparency of procedures in the course of education, development opportunities at the FoM and the UW, etc. | Vice Dean for Students' Affairs and Quality of Teaching | FoM budget, UW budget (Didactic Innovations Found) USD 20.000 | KPI 4.7 | | Increasing the quality of student service |
| Further staff integration and strengthening of the FoM's organizational culture, preparing common spaces for faculty, professional staff and students | Vice Dean for Development | FoM budget, UW budget USD 120.000 | KPI 4.22 | | Common spaces for faculty, professional staff and students |
| To introduce academic and business mentor programs for students | Vice Dean for Students' Affairs and Quality of Teaching, Vice Dean for Research, Career and Alumni Relations Office | FoM budget, UW budget (Didactic Innovations Found) USD 30.000 | | KPI 4.23 | Scientific and business development of students. Finding candidates for doctoral studies |

| Key Performance Indicator | Current state | Target |
|---|---|---|
| KPI 4.21 - Financial support for students initiatives | USD 10.000 | USD 30.000 |
| KPI 4.6 - Synergia platform | not launched yet | launched in 2023 |
| KPI 4.7 - Student path | not available yet | manuals and instructions prepared in 2023 |
| KPI 4.22 - Common spaces | no such rooms | 2 common rooms: for faculty and professional staff |
| KPI 4.23 - Business mentor program for students | no mentor program | launched in 2025 |

## 4.3 Research and Development

*Goal: Strengthening the research at the FoM, so that it would be attractive for the best researchers in the region in selected fields.*

| Actions to be implemented: | Person(s) responsible: | Financial resources: | Timeline: 2023 | Timeline: 2025 | Expected outcomes: |
|---|---|---|---|---|---|
| To further strengthen the positive trend in publishing research results in journals with an IF | Vice Dean for Research | FoM budget, UW budget (subsidies for research) USD 140.000 | KPI 4.24 | | 10% more publications with IF |
| To maintain a high position in terms of research grants among business schools in the country | Vice Dean for Research | FoM budget, UW microgrants USD 100.000 | KPI 4.25 (ongoing) | | Category A in Ministry of Education and Science Evaluation |
| To improve research handling procedures | Vice Dean for Research | FoM budget, UW budget USD 45.000 | KPI 4.26 | | Flexible procedures |
| To establish an Olympic Studies and Research Centers | Vice Dean for Research | FoM budget USD 3.000 | KPI 4.27 | | Olympic Studies and Research Centers |
| To increase exposure and access to research software | Vice Dean for Research, IT Center | FoM budget, UW budget USD 40.000 | KPI 4.28 | | Increasing the efficiency of the research process |
| To improve and strengthen the scientific position of the FoM's journals | Vice Dean for Research | FoM budget (USD 140.000) | | KPI 4.29 | Increased scores of FoM journals in Ministry of Science qualifications, introduction of FoM journals to Scopus and Web of Science |
| To further develop the FoM's case study database | Vice Dean for Research | FoM budget, UW budget (Didactic Innovations Found) USD 40.000 | KPI 4.30 (ongoing) | | FoM case study database to enhance the practical aspects of teaching |
| To attract young, talented faculty researchers from Poland and abroad | Dean, Vice Dean for Research | FoM budget USD 30.000 | | KPI 4.31 | 8-10 new young researchers |

| Key Performance Indicator | Current state | Target |
|---|---|---|
| KPI 4.24 - More publications with IF | 2020 (30) | 2023 (40) |
| KPI 4.25 - Category A research grants | 2016 (A) | 2017-2021 (A) |
| KPI 4.26 - Research handling procedures | Number of staff for research support in 2020: 3 | Number of staff for research support in 2023: 5 |
| KPI 4.27 - Olympic Studies and Research Centers | no such center | 1 center |
| KPI 4.28 - Research software | USD 15 000 from the FoM budget; additionally, the FoM uses University software | USD 40 000 |
| KPI 4.29 - Strengthen the FoM journals | 2020: 1 journal in WoS, 1 in Scopus | 2025: 2 journals in WoS, 2 journals in Scopus |
| KPI 4.30 - Case study database | 2020: 1 not digital base | 2025: 1 digital base |
| KPI 4.31 - New researchers | N/A | 8-10 new researchers |

## 4.4 People

*Goal: To become an attractive and a recognized workplace that creates opportunities for professional and personal development.*

### 4.4.1 HR Policies

| Actions to be implemented: | Person(s) responsible: | Financial resources: | Timeline: 2023 | Timeline: 2025 | Expected outcomes: |
|---|---|---|---|---|---|
| Introducing new employees to replace retiring employees | Dean, Heads of Academic Units | FoM budget USD 2.000 | | KPI 4.31, KPI 4.19, KPI 4.20 | Replacement of retiring employees |
| To attract young, talented faculty researchers from Poland and abroad | Vice Dean for Research | FoM budget USD 2.000 | | KPI 4.31, KPI 4.19, KPI 4.20 | New researchers |
| Further staff integration and strengthening the organizational culture of the FoM, preparing common spaces for faculty, professional staff and students | Vice Dean for Development | FoM budget, UW budget USD 120.000 | KPI 4.22 | | Common spaces for faculty, professional staff and students |
| Increasing the number of faculty members with business and international experience | Dean, Heads of Academic Units | FoM budget USD 50.000 | | KPI 4.19, KPI 4.20 | 10% more faculty members with business experience, 10% more faculty members with international experience |

| Key Performance Indicator | Current state | Target |
|---|---|---|
| KPI 4.31 - New researchers | N/A | 8-10 new researchers |
| KPI 4.22 - Common spaces | no such rooms | 2 common rooms: for faculty and professional staff |
| KPI 4.19 - Faculty with business experience | 30% (56/183) faculty members have business experience | 40% faculty members with business experience |
| KPI 4.20 - Faculty with international experience | 71% (130/183) faculty members with international experience | 81% faculty members with international experience |

## 4.4.2 Faculty & Professional Staff Development

| Actions to be implemented: | Person(s) responsible: | Financial resources: | Timeline: 2023 | 2025 | Expected outcomes: |
|---|---|---|---|---|---|
| Strengthening the transfer of intergenerational knowledge through a mentoring program | Dean, Vice Dean for Research | FoM budget USD 25.000 | KPI 4.17 | | Increasing the level of knowledge of the younger faculty members |
| Introduction of the reward system for the best lecturer | Vice Dean for Students' Affairs and Quality of Teaching | FoM budget, UW budget USD 30.000 | KPI 4.18 | | Increasing faculty members' motivation in teaching. Awarding the best lecturers |
| Introduction of an individual support system for employees applying for academic degrees | Dean | FoM budget USD 40.000 | KPI 4.32 | | Facilitating the acquisition of academic degrees |
| Introduction of a task-based incentive system for professional staff | Vice Dean for Development, Director for Administration | FoM budget USD 15.000 | KPI 4.33 | | Increased motivation of professional staff |
| Further improvement of English language skills among the professional staff | Vice Dean for Development, Director for Administration | UW budget | | KPI 4.34 | Improved English language skills |
| Improvement of the information collection and flow system among administrative units | Vice Dean for Development, Director for Administration | FoM budget, UW budget USD 30.000 | ongoing | | Effective information collection and flow |
| Increasing the availability of training in teaching skills, research and publishing, and knowledge of foreign languages | Vice Dean for Research, Vice Dean for Students' Affairs and Quality of Teaching | FoM budget, UW budge USD 30.000 | ongoing | | Increased abilities of faculty members |

| Key Performance Indicator | Current state | Target |
|---|---|---|
| KPI 4.17 - Mentoring program | no mentoring program | mentoring program |
| KPI 4.18 - Best lecturers reward system | no such system (at the FoM level) | reward system for the best lecturers |
| KPI 4.32 - Individual support system | no individual support system | individual support system for employees applying for academic degrees |
| KPI 4.33 - Task-based incentive system | no task-based incentive system | task-based incentive system |
| KPI 4.34 - Improvement of English skills | 20% staff with skill level B2 or beyond | 35% staff with skill level B2 or beyond |

## 4.5 Executive Education

*Goal: Expanding the portfolio of university-level Executive Education programs on the basis of the well-recognized Executive MBA@UW.*

| Actions to be implemented: | Person(s) responsible: | Financial resources: | Timeline: 2023 | Timeline: 2025 | Expected outcomes: |
|---|---|---|---|---|---|
| Executive Education Portfolio Management | Director for Executive Education | IMC budget | X | | Synergic portfolio, Alumni Life Management |
| Consistent Image of the Exec Edu at the FoM in Poland and CEE region | Director for Executive Education | IMC budget USD 5000 | KPI 4.49 | | Professional image of Exec Edu |
| New offerings, including international and ESG Programs | Director for Executive Education | FoM budget | | KPI 4.35 4.36 | Increasing the number of students and revenues from study programs |
| Development of CPP programs custom designed and delivered to specific clients | Director for Executive Education | FoM budget, tuition from clients | KPI 4.37 | | Increasing the number of students and revenues from study programs |
| Creating a student path to facilitate access to information, transparency of procedures in the course of education, development opportunities at FoM and UW, etc. | Vice Dean for Students' Affairs and Quality of Teaching | FoM budget, UW budget (Didactic Innovations Found) USD 20.000 | KPI 4.7 | | Increasing the quality of student service |

| Key Performance Indicator | Current state (2021) | Target |
|---|---|---|
| KPI 4.35 - New Business Development - revenu from new projects | $100 000 (p.a.) | $ 800 000 (2025) |
| KPI 4.36 - Custom CPPs on Executive Level | Number of students 40 | 120 |
| KPI 4.37 - New, open CPP | 0 new CPPs | 3 New, open CPPs |
| KPI 4.49 - NPS | Not measured | Minimum NPS 60 Not lower than 0 in any group. |
| KPI 4.7 - Student Path | Implemented in Executive MBA and 1 CPP | Implemented in all CPPs |

## 4.6 Infrastructure

*Goal: To support the environment with up-to-date learning and research processes, while taking into account the responsibility that we have towards the environment and the communities that we live in.*

| Actions to be implemented: | Person(s) responsible: | Financial resources: | Timeline: | | Expected outcomes: |
|---|---|---|---|---|---|
| | | | **2023** | **2025** | |
| Digital Transformation of IT infrastructure | Vice-Dean for Development, IT Head | FoM budget, UW budget USD 400.000 | | KPI 4.38 | Up-to-date infrastructure |
| Conservation of existing resources | Administration Director | FoM budget, UW budget USD 250.000 | X | | Extended life-time of infrastructure |
| Establishing visual identity of the Faculty | Vice-Dean for Development, Mktg & PR Head | FoM budget USD 60.000 | KPI 4.39 | | Image of the faculty consistent with the mission |
| Strengthening the open culture | Administration Director | FoM budget, UW budgett USD 50.000 | KPI 4.40 | | Supportive environment |

| Key Performance Indicator | Current State | Target |
|---|---|---|
| KPI 4.38 - Digital Transformation | No IT strategy and up to date infrastructure | Implemented IT strategy including hardware and services |
| KPI 4.39 - New Visual Identity of the Faculty | Existing website (external & no internal) | New website and intranet |
| KPI 4.40 - Provide spaces (break-out rooms) for collaboration | 2 rooms | 6 places |

## 4.7 Finance

*Goal: Sustainable long-term financial position for the development of the best CEE Faculty of Management.*

| Actions to be implemented | Person(s) responsible: | Financial resources: | Timeline: | | Expected outcomes: |
|---|---|---|---|---|---|
| | | | 2023 | 2025 | |
| Improvement of a financial control system | Dean, Head of Financial Office | UW budget | KPI 4.41, KPI 4.42, KPI 4.43 | | Improved financial control |
| Tuition fees' increase after obtaining the "triple crown" of business schools accreditations | Dean | N/A | KPI 4.44 | | 5-10% increase in prices for studies |
| Introduction of degressive fees for students | Dean | N/A | KPI 4.10 | | Reduction of the drop-out rate |
| Increasing the FoM's financial support for students' initiatives | Faculty Board, Career and Alumni Relations Office | FoM budget, co-financed by FoM business partners USD 30 000 | 4.21 | | Integrating students and strengthening their ties with FoM |
| Further development of IT infrastructure for remote and hybrid work | Vice Dean for Development, IT Center | FoM budget, UW budget, corporate partners USD 250.000 | ongoing, KPI 4.45 | | New IT infrastructure to increase the effectiveness of teaching |

| Key Performance Indicator | Current State | Target |
|---|---|---|
| KPI 4.41 - Up-to-date financial reporting | Delayed financial reporting | Monitoring of critical financial KPIs |
| KPI 4.42 - Electronic Document | No system | Implemented |
| KPI 4.43 - Procurement system for public tenders | No system | Implemented |
| KPI 4.44 - Increase of the fee per student | 100% | 110% |
| KPI 4.10 - Degresive fees for students | no degresive fees | degresive fees for students in 2025 |
| KPI 4.45 - IT infrastructure for remote and hybrid work | 2 portable workstations, 1 hybrid work classroom | more than 2 portable workstations, 4 classrooms |

## 5. Risk Analysis

The FoM UW has both a comprehensive risk management system and contingency planning (see FoM **SER 3.4**) as well as the Risk Assessment Team and Financial Committee. Both teams were included in the strategy update process. A risk analysis was performed and finances were planned both from the perspective of the implementation of individual action plans (2023 or 2025), and from the perspective of the implementation of the strategy until 2030.

In the FoM **SER 3.2.2** section, a forecast concerning the financial situation of FoM in the next 4 years was provided with appropriate assumptions.

The risk analysis showed that the main risks related to the implementation of the strategy resulted from:

- social and economic consequences of the COVID-19 pandemic that may affect the educational  market in unforeseen ways, on a long-term basis;
- general saturation of HE market and the decreasing importance of formal education among certain businesses;
- a growing number of students who prefer to study abroad;
- an emergence of new types of jobs requiring a different type of managerial education/training;
- unfavorable demographic trends in Poland;
- dynamic actions of the main competitors.