

Annex

to the Resolution No. 31/2015 of the Faculty Council of the Faculty of Economic Sciences on 17 June 2015 on the adoption of the Development Strategy of the Faculty of Economic Sciences

**UNIVERSITY OF WARSAW
DEVELOPMENT STRATEGY
FACULTY OF ECONOMIC SCIENCES
FOR YEARS 2015-2018**

adopted as a Resolution of the Faculty of Economics on 17 June 2015.

TABLE OF CONTENTS

RATIONALE FOR THE STRATEGY

WNE Mission

Strategy determinants

KEY STRATEGIC DIRECTIONS

MEDIUM-TERM STRATEGIC OBJECTIVES

PERFORMANCE OVER THE 2015-2018 PERIOD

In relation to scientific activity

In relation to teaching

In cooperation with the environment

In terms of ensuring conditions for scientific research and teaching

Annex 1 The division of tasks in the implementation of the Strategy of the Faculty of Economic Sciences

Annex 2 The creation of a database for strategic analysis

Annex 3 SWOT analysis for the Faculty of Economic Sciences

RATIONALE FOR THE STRATEGY

WNE Mission

Faculty of Economic Sciences undertakes as a basis for its strategic activities the mission and the strategy of the University of Warsaw and the mission of the Faculty adopted 24 March 2013 by the Faculty Council.

As these documents describe, WNE will aim to enhance scientific research at the highest international level, honouring diverse perspectives on research problems with a view to spur discussions both relating to key scientific problems and to research methodology. Realisation of domestic and foreign scientific grants will form the basis for the research. Results will be disseminated present for discussion and also used in the conduct of educational activities in all forms of study, according to the concept of unity of science and teaching. The Faculty will also conduct expert activities. Applied research, cooperation with various public and private institutions on the one hand allow for an active impact on the economic and social environment, and on the other hand are a source of knowledge and practical skills and inspiration for theoretical search, necessary in scientific research, and the education of students.

Based on the achievements of science and practical knowledge, the Faculty will educate responsible people with high ethical standards, equipped with high professional competences and social standards comparative to standards of research and education programs in leading universities around the world. The Faculty will gradually increase its already high degree of internationalization of I, II and III degree studies and support various forms of international mobility of students and teachers. The Faculty ensures that the competences of graduates are well-suited for long-term needs of the national and the European labour markets. The Faculty will actively influence patriotic attitude of staff and students, promoting professionalism, reliability and integrity. The Faculty will also engage in external educational activities.

Conditions of the strategy

Analysis of human, material, financial and institutional resources of the Faculty indicates that the effectiveness in achieving high level in the key areas of activity, requires from WNE to raise the ratio of the number of employees to students, so that:

- research tasks can be performed with greater intensity by reducing the teaching workload and providing the administrative support,
 - teaching tasks can be conducted in smaller groups and with more intensity,
 - organizational and administrative tasks would be, as far as possible performed by back office staff and necessary input of academics evenly distributed between them.
- Severe restriction to the development of the Faculty is the lack of office space for research work in the WNE rooms. Conducting research at home is an old-fashioned barrier to effective work at WNE as a corporation of scholars engaged in research in teams. A key condition for sustainability of the Faculty is a provision of office space for every scientific employee.

KEY STRATEGIC DIRECTIONS

Key areas of WNE activity are: research, education, expertise knowledge, and popular science. WNE objectives are:

1. Maintaining a leading position in the country in the scientific research in economics and its improvement in the international environment. Significant national and international publications, presentations at the most important conferences for the different disciplines of economics, participation of employees in leading scientific teams and scientific bodies and receipt of awards in scientific competitions should all support that aim.
2. Ensuring those studying at WNE such a program of study in Polish and English languages that will equip them with analytical and research expertise appropriate for the satisfactory development of long-term career on the domestic or international labour market.
3. Developing cooperation with domestic and foreign environments (public and private institutions and non-governmental organizations), mainly through expert activities, participation in public debates and popular science activities.

MEDIUM-TERM STRATEGIC OBJECTIVES

The strategic objectives of the Faculty are:

1. Raising the quality of teaching
 - 1.1. Activating students' research.
 - 1.2. Application of the latest scientific developments (trends) in teaching.
 - 1.3. The desire to increase the intensity of higher education.
 - 1.4. Customising directions and curricula to the needs of domestic and international labour markets.
 - 1.5. Striving to achieve the leading accreditation certificates in order to enhance brand value of the Faculty.
2. Development and maintenance of employees who ensure the right level of teaching and research
 - 2.1. Obtaining authorization to confer doctoral degrees in finance.
 - 2.2. Improving the mechanisms that motivate employees to undertake research.
 - 2.3. Increasing the employment of teachers in line with the pace of growth of research and teaching tasks.

3. The increase in the internationalization of the Faculty in the field of scientific research and teaching
 - 3.1. Increasing participation and importance of WNE employees in international teams and research projects.
 - 3.2. Increasing the number of foreign researchers and teaching staff at WNE.
 - 3.3. Increasing the number of foreign students.
 - 3.4. Increasing the number of students and staff who undertake part of their studies and research abroad.
4. Maintenance of stable funding of the Faculty
 - 4.1. Diversification of funding sources.
 - 4.2. Development of paid forms of educational services, research and expert activities.
5. Increasing the quality of management and administrative support in conducting teaching and research processes
 - 5.1. The professionalization of administrative staff.
 - 5.2. Extension of the scope and complexity of servicing research projects.
 - 5.3. Creating favorable conditions for building research teams with participation of students, graduate students and employees.
6. Moderate increase in the number of students
 - 6.1. Further growth of the Faculty promotional activities with a special consideration given to active modes of communication.
 - 6.2. Strengthening the Faculty's recognition as an attractive place to study.
 - 6.3. Increasing the share of education at higher levels of study.
 - 6.4. Increasing the percentage of people who continue their education at WNE.
 - 6.5. The development of education on doctoral studies.
7. Ensuring material resources for the purpose of teaching and research
 - 7.1. Providing adequate venue. The sizable improvement in conditions for scientific work in the buildings of the Faculty.
 - 7.2. Improving the quality of teaching, research and administrative equipment. Refining the efficiency of the network, development of databases, increased availability and timeliness of software, availability of high performance computing.
8. Development of cooperation with the business community
 - 8.1. Extending cooperation with the business community in the design and implementation of research and development (R & D).
 - 8.2. Extending cooperation with business in the area of expertise and economic consulting.
 - 8.3. Increasing the participation of practitioners supporting the teaching process.
9. Development of cooperation with the Mazovia region
 - 9.1. Expert support of the entrepreneurs and local government units established in the Mazovia region.
 - 9.2. Publishing expertise analysing the main problems of the Mazovia region.
 - 9.3. Cooperation with the educational institutions from across the region of Mazovia (including universities).

PERFORMANCE OVER THE 2015–2018 PERIOD

In terms of scientific activity

The Faculty will strengthen its research and scientific profile, while maintaining significant educational potential. For this purpose, the system of incentives to undertake research, obtain grants and publish will be developed, while fulfilling the duties of teaching. Furthermore, improved conditions will be conducive to the conduct of such activities. This system will in particular consist of:

- comprehensive measures to ensure the maintenance of the highest category of scientific parametric evaluation, including the systematic evaluation of the employees' contribution to increase it,
- strict enforcement of the requirement to achieve next stages of an academic career in the time provided by law, which will be regularly reviewed by the Assessment Commission,
- increasing the role of department heads in stimulating research and publications,
- increasing the involvement of employees, doctoral students and students in the realisation of scientific projects in particular in the area of international cooperation (meeting a goal, where over 4 years, on average, each employee and doctoral student participates in at least one project)
- maintaining support for the basic research and publication of its results in the form of competitive distribution of funds with particular emphasis in the area of statutory research on the publications published in the latest years (as assessed in the parameterization system of research units) and in the case of evaluation of individualised research,
- hiring academics in the mode of open contests based on documented scientific achievements (taking into account their impact factor) and in strict compliance with the rules of fair competition in applying for a job,
- development, together with the University authorities, of a system of flexible employment system to switch between agreements oriented toward research and teaching and scientific research (including part-time) for employees to periodically focus on tasks relevant to the work conducted by them,
- support team projects, initiatives to create research groups, especially interdisciplinary cooperation with researchers from the social sciences, mathematics, technology, biology and medicine,
- intensification of international cooperation in regards to research and the dissemination of its results,
- strengthening the support for research, for projects financed externally, particularly international ones and supporting efforts to obtain such projects,
- motivating employees to publish and promoting publishing achievements of employees (especially young researchers), mainly in journals with an international reputation and a high impact factor (increase of at least 10% of the

average point value of articles taken into account in the parameterization of research units),

- supporting international mobility, especially of young doctors, including a foreign trips financed through scholarships,
- intensification of international contacts of doctoral students, including in the form of long-term trips to foreign science centres (at least 50% of doctoral students of daily studies, at least once during the study, should participate in an internship abroad lasting at least 1 semester). Supporting participation in international conferences with a presentation (at least 50% of doctoral students at least once during the study should present a paper at a recognisable international conference),
- popularising the use of "institution" of auxiliary supervisor, also in the early stages of the recruitment for doctoral studies by creating a team which includes: a doctoral student - auxiliary supervisor – supervisor,
- organizing meetings with students (with special emphasis on those most talented) to encourage them to participate in scientific and research activities,
- launching a mentoring programme to encourage the best students to take up careers in science,
- creating effective, faculty research service.

The Faculty will disseminate the results of research and engage in important economic discussions that have an impact on the economists environment and on problem-solving of economic and social problems in the country. To achieve this aim, the Faculty will:

- support the establishment and operation of centers and research teams interested in analyses with high applicability and assist in obtaining such projects,
- organise significant one-off and regular conferences and seminars, national and international,
- support employees' participation in conferences,
- strengthen efforts to produce high quality scientific publications in a book series titled Economic Research, in the *Ekonomia* journal, and in a Working Papers WNE UW series.

In terms of teaching

The Faculty as a research institution, in its teaching activities will aim to use current knowledge and skills at the highest world level and, at the same time, to include scientific achievements and professional development of its employees. For this purpose systematic assessment will be undertaken of the following:

- update of study programs through benchmarking of programs and the methods of education to those at leading foreign universities and external reviews of selected elements of the programs and selected student works,

- achieving the set educational objectives, among others, based on the opinions of employees, students' opinions and cooperating with the Faculty external partners from public and private institutions and companies.

On that basis corrective actions will be undertaken on all types of studies.

The Faculty will seek to attain sustainable growth in the number of students on I, II, and III degree studies and stable number of participants enrolled in postgraduate courses, while paying attention to the quality of the candidates enrolling in the studies.

To this end, among others, the Faculty will:

- strengthen its position on the education market and the labour market through education of the highest qualified human economic and financial resources and will adjust the recruitment strategy as necessary,
- broaden the scope and forms of continuing education (doctoral studies, postgraduate studies, short forms of education) adapted to the current needs of the labour market,
- create the conditions (curriculum, staffing, institutional) to maintain a balanced selection of studies on paths: Economics, Finance, Investments and Accounting, Information Technology and Econometrics,
- sustain intense efforts to obtain the best candidates for I degree studies, among others, through various forms of cooperation with the environment, including high schools and high school students,
- intensify the desire to obtain the best candidates for II and III degree studies, among others, by strengthening the visibility and communicating high quality analytical and research competencies of graduates,
- intensify promotional activities at the level of the Faculty and the entire University to recruit a greater number of foreign students at the I, II and III degree studies taught in English,
- intensify cooperation with the environment, in particular with employers, national and regional public institutions in order to accurately shape the offer of postgraduate studies and specialist courses.

Stabilising the number of students or their small growth and simultaneously improving the quality of education are important objectives of the Faculty, in spite of unfavorable demographic and financial trends. Therefore, it is necessary to:

- increase the number of research-teaching staff in order to minimize the share classes conducted over the limit of normal working hours,
- hire employees for research position in order to conduct research projects,
- set for employees high standards of quality in research, teaching, expertise work,
- consolidate the basic part of the study programs connected to the study paths:
 - ensuring all students possibility to acquire basic economic, financial and workshop competencies at a high level,
 - enabling the students to choose specialization in line with the preferences of student groups,
 - flexible adjustment to the labour market,

- reducing the cost of conducting studies,
- introduce such forms of study that increase the share of own work of students, while providing them with the possibility of consultation, assessment of progress in science, fill gaps in knowledge and ensure good conditions for studying in Polish and English as well as the development of student activity,
- intensify the internationalization of studies through the wider international exchange of students and teachers, and increasing the share of English-language studies.

Shaping its program offer the Faculty will strive to balance these elements of I, II and III degree study programs, which on the one hand, equip with the knowledge and skills and shape social competences not subject to depreciation, and on the other hand, those that are more closely associated with current solutions facilitating entry on the labour market. To this end, the Faculty will:

- reactivate cooperation with graduates occupying important professional positions,
- conduct systematic, long-term monitoring of the professional careers of graduates, using the Education Quality Research Laboratory UW and conducting its own research of graduates,
- introduce to a degree program student works, undertaken in cooperation with companies and public sector institutions,
- broaden the scope of students' own work in cooperation with academics and to a greater extent will use the techniques of distance education in all types and fields of study,
- increase student involvement in research activities,
- create a system of distinguishing the best graduates,
- motivate the supervisors to jointly publish the results of research carried out as part of the thesis work,
- publish the most valuable theses on the Faculty website.

The Faculty will expand the interdisciplinary nature of studies without sacrificing high standards of education in economics, finance, and quantitative methods. The Faculty will try to open the II cycle of economic-mathematic, economic-management, and multi-path studies on the functioning of the public sector, using their own resources, those of other UW units and other universities and providing them with adequate financing. In education the Faculty considers international ties, prepares students to work in the international environment. It consists of:

- further internationalization of studies through the development of English-language studies and increasing the share of foreigners pursuing a full program of study,
- widening international exchange, including the possibility of providing partial study abroad for at least for 15% of students, among others, Erasmus +,
- increasing the number of foreign lecturers,
- systematically increasing the level of doctoral studies (III degree) and better preparation of graduate students to compete in the international market,

including through the development of doctoral studies in English, wider recruitment of candidates for these studies from abroad, support of international mobility of doctoral students and undertaking research in international teams.

The Faculty will provide systematic improvement of standards and educational conditions, including the development of such structures and forms of activities that both reduce the teaching load and intensify cooperation of teachers with students, among others, by:

- maintaining (and, in the case of favourable financial conditions, increasing) ratio of staff to students, consistently eliminating an excess of the maximum allowed number of contact hours in the amount of 300 hours per year and gradually reducing the average number of contact hours for each research and teaching position,
- adherence to the average student group size of 25 people for lab, discussion and exercise classes and a gradual reduction in the number of students writing theses under the supervision of one teacher for all academic fields of study at I and II degrees for up to 15 people,
- compliance with the availability policy of staff for students outside the contact hours and inclusion of that in the interim assessment of each employee,
- the Faculty will strengthen efforts towards the development of responsible, reliable attitudes of students toward their work, among others, through:
 - increasing the scope of scientific and professional activities performed independently by individual students and groups
 - widening the scope of independent student work, controlled and consulted by academics in the form of irregular activities
 - setting and implementing clear rules by the authorities in consultation with the local students in matters affecting the standards of ethical conduct.

The Faculty will continue its policy of high standards of behaviour and quality of education, among others, through:

- motivating staff and students to achieve high learning outcomes and high marks for students' assessment of classes,
- attention to high ethical standards and the principles of fairness in learning,
- efficient, continuous monitoring of the education process in the course of work of the Faculty Team Quality Assurance and adjusting the curriculum and methods of its implementation in accordance with the conclusions of this work.

The Faculty will be involved in student community activities including by:

- creating conditions for scientific activities of students, especially support of the development of scientific circles,

- supporting student activity oriented toward its own environment and realising other activities for the benefit of the intellectual, social and cultural development of students,
- considering the needs of the most talented students in the education program,
- providing opportunities for filling gaps in knowledge and skills created at the earlier stages of education through additional courses and classes.

In cooperation with the environment

The Faculty recognises the importance of participation of the academic staff in the economic life and therefore will:

- enable the staff to participate in practical projects (expert projects) on behalf of public and private institutions, ensuring appropriate conditions for their implementation within the Faculty, and will particularly involve itself in projects of high importance for the development of the country,
- promote the achievements of their employees, doctoral students, and students,
- use the expert experience of staff in research and teaching activities,
- involve itself in important economic discussions that affect the economists' environment and in resolving major economic and social problems in the country.

In order to institutionalize cooperation with the environment, the Faculty intends to create an "innovative economic cluster of Mazovia", acting for the benefit of entrepreneurs and the local government of Mazovia region. In particular, the Faculty will be actively involved in:

- development of Mazovia B+I infrastructure (research and investment), an expansion of capacity to achieve excellence in the field of R+I and promotion of competence centres,
- building a network of cooperation with companies, research centres, academic institutions in the field of product and service development, technology transfer, social innovation and applications in the field of public services, as well as creating networks, clusters and open innovations through smart specialization,
- promoting entrepreneurship, in particular by facilitating the economic exploitation of new ideas and fostering the creation of new enterprises, including through business incubators.

Given the social importance of the knowledge economy, the Faculty will popularize scientific research results and economic knowledge through cooperation with public and economic institutions, non-governmental organizations, schools and the media.

In terms of ensuring conditions for scientific research and teaching

The Faculty intends to improve operating effectiveness by:

- improving the management system at the Faculty supported by an integrated information system in operation at the University of Warsaw,
- adjusting employment to the needs of the efficient operation of the teaching and research processes (professionalisation of the administration, shaping its appropriate size and structure, hiring students for administrative work),
- achieving a sustainable commitment of employees to organizational activities.

The Faculty seeks to create a proper resource base and administrative support to perform its functions. In order to do this, it aims to:

- intensify efforts to acquire land for the new building in Powiśle or find another solution to eliminate a deficit of office space,
- create a repository of databases from different sources and make them available so that research can be performed by staff, doctoral students, and students,
- provide access to relevant databases, software, and literature for all participants of the educational process and scientific research (employees, doctoral students, students),
- strengthen administrative support for realization of research and teaching tasks.

The Faculty intends to maintain a balanced budget by diversifying the sources of financing, including securing external funds, especially those related to research projects, and offer various forms of continuing education.

The Faculty will improve the system of internal communication, so that employees of all groups will be satisfactorily informed, among others, about:

- activities undertaken at the Faculty,
- meetings, seminars, departmental meetings, and research group meetings,
- opportunities to participate in various research, practical and teaching projects with requirements about research and teaching achievements necessary to apply for them.

The Faculty aims to improve the system of communication with the scientific community and other professional environments through:

- support of national and international mobility of academics, doctoral students, and students,
- constant update of bilingual Faculty website containing key information about research, teaching activities, conducted expert activities and achievements of individual employees,
 - publication of the research results on its website that have not yet been published, including selected theses.

Annex 1

The division of tasks in the implementation of the Strategy of the Faculty of Economic Sciences

General thoughts

The specific tasks of the Strategy have been developed for the current term of office of the Dean's authority, i.e. until 30.09.2016. Their implementation will be coordinated by the Dean's College and assisted by the administrative staff of the Faculty. The academics primarily conduct research and teaching activities by complying with the norms and standards in force at the Faculty and displaying an aspiration to achieve the objectives formulated in the Strategy, only in the necessary scope supporting organizational activities within the permanent and ad hoc Faculty bodies.

The Dean of the Faculty is the single body of the university, simultaneously acting as the manager of the unit and the chairman of the Faculty Council. The Dean is responsible for all research and teaching activities at the Faculty and the personnel policy. These activities include, among others, supervising the process of granting degrees and promotions as well as managing the work of the Faculty Council. The Dean takes decisions on advertising contests for employment on the basis of proposals from the Heads of Chairs and Divisions and recommendations presented by the UW Assessment Commission. The Dean appoints in consultation with the Council, permanent and ad hoc commissions and work teams and appoints proxies to perform certain tasks. The Dean represents the Faculty externally, among others, by participating in the meetings of the University of Warsaw Senate and by signing - in accordance with the acquired rights - agreements with the external stakeholders concerning scientific and research cooperation and relating to actions for providing quality of education. The Dean is also responsible for other aspects of cooperation with the environment (public and private institutions, non-governmental organizations).

Vice Dean for Research supervises the educational process at doctoral and postgraduate levels, its creation, compilation of the study program, evaluation of achieved learning outcomes. Participates in the work of the Assessment Commission and chairs the Doctoral Studies Commission. Creates research plans and settles their execution. Signs - in accordance with the acquired rights - financial agreements related to the implementation of research projects financed from external resources. Delineates rules for the distribution of funds for research and teaching tasks. It creates financial regulations suited to these tasks. Chairs the Team that allocates funds for statutory and individual research and assesses their realisation. Oversees servicing of research. Initiates changes in the above-mentioned range of activities requesting their implementation to the Dean or the Faculty Council in accordance with their competences. Vice Dean ensures the provision of adequate space, conditions, human, financial and institutional resources to conduct teaching and research activities.

Vice Dean for Students supervises the whole educational process on I and II degrees of study and the enrollment for these studies. Vice Dean is also a chair of the Teaching Commission and the Faculty Quality Assurance Team that is responsible for the implementation of university-wide regulations and the preparation and implementation of inter-faculty norms. Chairs the Teaching Commission that recommends to the Dean and the Faculty Council changes in the internal procedures and programs of study. The Teaching Commission carries out periodic evaluation of study programs, learning outcomes, participation of external stakeholders, marks obtained by students, the percentage of students repeating the particular courses or the entire year, teaching competences of staff, the level and attractiveness of the conducted classes, assessment of the quality of the candidates and newly admitted students, financial and teaching venue conditions, information policy, etc. Also coordinates the work of emerging Employers Council and cooperates with the student government. Supervises the process of international exchange in the framework of international programs, the activities of scientific circles and the Scholarship Commission.

The Faculty Council in addition to performing legal and statutory duties, it initiates the creation of analyses and reports, which become the basis for strategic decisions at WNE.

Annex 2

The creation of a database for strategic analysis

For the evaluation of the strategy and its continuous update, information should be collected describing the basic aspects of activities at WNE. The following set of measures is postulated:

- Completed research projects (the structure according to the fields of science, amounts, effects ...)
- The number of projects conducted by the Faculty units, groups of employees, doctoral students
- The number of people, who over last 4 years had at least 5 publications (at least three, at least one) in journals from A list
- The average / median score of publications (from 3, 4 years) and marginal scores taken into account by the parameterization rules
- The structure of employment (including the minimum requirements and their fulfillment, age structure)
- The structure of students (based on degree studies and study paths)
- The number of students per employee
- Realisation of normal working hours by employees (excess of workload, below workload / pensum)
- The geographical origin of incoming students
- The percentage of foreign students by country
- The percentage of students studying in English
- The number of hours realised in English
- The percentage of students paying for studies, financial resources
- The percentage of people on undergraduate and postgraduate levels defending thesis within the allowed time
- The percentage of people who continue their education on the II degree
- The number / hours of classes conducted in English
- The activities of scientific circles (the number of students involved, scientific effects)
- The drop-out rate
- The average / median number of years necessary for doctoral students to open the thesis / date of graduation / defense of doctoral dissertation
- Net income / loss of the Faculty (revenue including grants and own revenues, the expenses including teaching and research activities)

Annex 3

SWOT analysis for the Faculty of Economic Sciences

Strengths

- Placed in the environment of the University of Warsaw, the best Polish university. Low barriers to interdisciplinary work for academics and students.
- One of the best economic faculties in Poland with a high scientific record, certified by leading position in Poland in the international RePEc / IDEAS ranking.
- Staff realizing a number of international and national research projects, often in cooperation with students of doctoral and master studies, often connected to teaching.
- The existence of a group of employees regularly publishing the results of their research in A list journals. This group is growing rapidly and is the dominant group having effect on development of scientific staff.
- Differentiation of real earnings of employees, reflecting their activity in acquisition of research grants and commitment in realising research grants.
- Growing and relatively large share of foreign exchange trips of employees (especially young and related to research projects) for periodic internships, in order to realise projects.
- The organization of the annual Warsaw International Economic Meeting (WIEM), gathering participants of many renowned international universities.
- The tradition of combining research efforts and making honest discussion on scientific work, e.g. joint seminars of WNE employees and other centres, open doctoral seminars, annual Faculty conference.
- High merit credibility of the Faculty.
- The potential to increase the visibility of the Faculty through an increase in the number of international publications, national and international conferences, including those organized by WNE.
- Policy of openness toward external candidates in contests for the academic positions .
- Access of staff and students to rich library resources (Library of the Faculty of Economic Sciences and BUW) and electronic access to international journals and publications.
- A set of empirical databases, collected for many years, useful in empirical research and teaching (especially in graduate seminars).
- High level of education of students. The program combines theoretical knowledge with empirical analysis, for example, by applying econometric methods, simulations, financial analysis and experimental economics.
- Procedure of selective evaluation of students, ensuring for employers reliable information on knowledge, intellectual ability and diligence of graduates.

Honesty of evaluation system and elimination of fraudulent practices from exams.

- Long tradition of work on the quality of studies (for example, established in 2002 Teaching Commission , whose duty is to analyze the quality of studies and initiate actions to improve it; since 1999, questioning of students and taking these opinions into account in personnel policy; since 2010 the mandatory use of the antiplagiarism system; since 2002, participation of students in all program work and since 2001 the system of shaping the quality of undergraduate and graduate theses using unique evaluation sheet).
- A large group of extraordinarily talented students, having later on substantial professional achievements, certified by excellent results in international competitions e.g. Econometric Games or Stata Users.
- Very good atmosphere among students of the Faculty and their high level of identification with the WNE and high activity of students in the Student Government and a high number of scientific circles operating at the UW.
- Rich and varied offer of studies, permitting selection of specialized paths during studies.
- Ability to obtain a SAS certificate.
- High level of internationalization of studies. A wide range of courses offered in English by the Faculty of Economic Sciences at master and doctoral level s, whereby WNE has the largest number of foreign students compared to the number of employees at the UW. A high percentage of WNE students studying abroad under the Erasmus program.
- Experience in conducting interdisciplinary courses of study with the Faculty of Mathematics, Computer Science and Engineering and the Faculty of Management and participation in the conduct of studies such as MISH, MSOŚ, MISMAP.
- A wide range of postgraduate studies, addressed mainly at economists, who want to deepen their knowledge of accounting, banking and economic analyses with the use of modern tools.
- Internships for students in a number of renowned domestic and foreign companies.

Weaknesses

- Low organizational and operational flexibility resulting from the procedures in force at the University of Warsaw.
- No system of flexible employment allowing for periodic focus of efforts on research and teaching tasks.
- No right to confer doctoral degrees and postdoctoral habilitation degrees in the field of finance.
- Unsatisfactory premise conditions for staff and students: lack of rooms to work in and shortage of seminar and lab rooms which worsens research work

possibilities, especially conduct of research projects and extracurricular student activities.

- Low level of integration among the staff of the Faculty, poor support for technical means of communication that could compensate for the deficit of office space.
- Overload of staff with teaching.
- Relatively low record of the Faculty as an institution performing expert work, despite high achievements of individual staff in this area, resulting from an intermediation with external institutions or affiliates outside the UW.
- Too small in comparison to the research potential, number of publications in renowned international and national journals.
- Insufficiently disseminated system of postdocs at renowned foreign universities.
- Unsatisfactory level of institutionalized cooperation with external partners .
- Not fully satisfactory involvement of all employees in the scientific cooperation, active participation in discussions and joint ventures on research and teaching.
- Poor system of motivation toward academic career for the best II and III degree students.

Opportunities

- Development of a system for objective quality assessment of research and education and its growing importance in the allocation of funds for science and higher education.
- Increasing transparency of the education market and growth in importance of analytical and research skills in the labor market for graduates.
- Increasing the offer of national and international grants may serve the growth of the intensity and quality of the research in economics.
- Attracting interest of public institutions in obtaining expert opinions in economics.
- Attracting interest of companies and institutions to maintain contacts with science. Some visible interest of enterprises in economic analyses performed by researchers, doctoral students and students.
- Growing interest of foreign students to study economics in Poland. The interest in English-language studies from Polish students.
- Increased interest of students in advanced educational programs, including an interest in subsequently pursuing scientific career and undertaking introductory classes to the doctoral program or related to empirical research carried out in cooperation with enterprises.
- Rising the level of mathematics education in secondary schools in connection with the requirement to take the exam in mathematics on matriculation examination.

- Gaining interest of excellent foreign lecturers in education in Poland. Expanding access to sources of funding of their work at Polish universities.
- Attracting interest of University of Warsaw units (especially the Faculty of Mathematics, Computer Science and Engineering, Physics Faculty, Faculty of Psychology, Interdisciplinary Centre for Mathematical and Computational Modelling, Sociology Institute, Faculty of Law and Administration) and external partners in studies and interdisciplinary research with the participation of economists.

Threats

- The low increase in funding for education and scientific research in the country, including especially in the economic sciences.
- The instability of the system of financing and the amount of funds allocated to learning and teaching by national authorities.
- The dominance of quantitative over qualitative criteria in the system of allocation of funds for full-time education.
- Increased competition from the European universities taking over a group of the most talented students supported by the Ministry.
- Policy of flattening salaries of academic staff, regardless of differences in activity in obtaining grants and engagement in their realization.
- “Brain drain” from the side of private enterprises (especially financial institutions) with respect to potential doctoral students, uncompetitive salaries at the UW.
- Maintained low level of preparation of university candidates, especially in mathematics. Low competence of part of the candidates for II degree studies and doctoral studies.
- Decreasing - for demographic reasons - the number of potential candidates for I and II degree studies and postgraduate studies.
- Lack of interest in lifelong learning on the part of employees of enterprises and public institutions, reduction of public and private funds for these purposes.
- Refusal of the authorities of Warsaw to allocate a plot that would allow the Faculty to make efforts to build the new venue for the Faculty. No strong support from the city and the region of Mazovia toward this initiative.
- Depreciation of the importance of economics as a science and as a result a lower level of public debates among economists.

Annex 4

Management system implementation of the strategy and its monitoring

Strategic objective	Indicator of objective realisation	Base value of the indicator	Target value of the indicator	Source of data verification	The cells responsables for objective/ tasks realisation	Required resources	Consequences of non-action
1. Meeting personnel needs by 2018	Meeting compliance requirements concerning minimum personnel number in all conducted paths and specialisations of the study	100% of conducted specialisations and paths of study comply with the minimum personnel requirements	100% of conducted specialisations and paths of study comply with the minimum personnel requirements	Students' Office			
2. Increase in internationalisation of the Faculty by 2018	Share of foreign students in total number of students of the Faculty	3% (data to check)	5%	Students' Office			
3. Ensuring stable financing and personnel balance	Achieving balanced budget	Budget deficit amounting to: 0,5% (data to check)	Budget deficit amounting to: 0%	Dean's Office			
4. Ensuring managerial efficiency at the Faculty in regards	The number of complaints about administration of the Faculty from:	no data available	0	Tool for gathering opinions of employees via			

to teaching and administrative processes	a) Professors, b) Doctors with habilitations, c) Doctors, d) Doctoral students.			website or paper questionnaires			
5. Stable number of students (or small increase)	Number of students	1800	1800	Students' Office			