

Medical University of Warsaw



Strategy
for the years 2020–2024



Warsaw, 31 May 2021

Table of contents

Introduction	4
Historical outline	6
The Medical University of Warsaw today	7
Genesis of work on the Strategy	10
Organization and methodology of work on the Strategy	11
Organization of work	11
Methodology of work	12
The Strategy Map	14
Mission Statement	18
Vision	18
Code of Values	20
Strategic Objectives	22
Operational Objectives	24
Education and Student Affairs	26
Science and Technology Transfer	32
Clinical and Investment Activities	41
Internationalisation, Promotion and Development	48
Human Resources and Organisation	55
Chancellor	59
Implementation and Monitoring of the Strategy	63

Introduction

Dear All,

The Medical University of Warsaw is a modern academic centre with over two hundred years of history. Innovative medicine, high-quality teaching, modern facilities and global education have been the determinants of the well-established brand of the University in Poland and internationally for years.

The strategy of the Medical University of Warsaw for the years 2020-2024, which we present to you, is the result of the work of the Rector's Team and the expectations of various groups of the academic community of our University.

The key to creating this fundamental document, which sets the directions for the University's development for the coming years, was to hear the voice of many people - representatives of various groups forming the University. The motto that guides me in the work of a doctor, academic teacher and Rector is to listen first and speak later. Everyone must be listened to, and so it has been when setting the directions of development of the Medical University of Warsaw.

The Strategy is a joint work of the entire academic community of our University, and not only the vision of the Rector's authorities. Moreover, the adoption of the Strategy does not mean the end of work on it. On the contrary, this is just the beginning. I would like to thank all those who contributed to the creation of this document. Before us - the entire community of the Medical University of Warsaw - there is a task of its implementation. Naturally, there may and even should be modifications of the Strategy so that it best suits our aspirations, vision and expectations for the University, where all of us - teachers, scientists, students and other members of our community - would like to work, develop medical sciences, and educate the next generations of healthcare professionals.

The strategy is the answer to the question of what kind of University the Medical University of Warsaw should be. We want MUW to be a leading academic centre with top-quality education and research, providing exemplary healthcare in Poland, thanks to the strong position of its medical and scientific entities.

We want to support and develop innovative research and achieve the status of a research university. The Medical University of Warsaw

is to be a modern and professionally managed university. The academic clinical base needs to be in a strong position, guaranteeing effective cooperation in the field of didactics and science. Subsidiaries and investments are to work to increase the competitive advantage of the Medical University of Warsaw. Open and effective communication is to serve the integration of the academic community. With promotion and excellent reputation, the University is to attract the best students. Establishing an effective and adaptable management model is essential for providing proper support for the maintenance and growth of the university's core areas.

In the Strategy, we set realistic and predictable goals, we do not promise impossible things. We show where we are going and how we will achieve our goals. In addition to planning, during the implementation of the Strategy, we anticipate the effects of decisions, as well as monitor activities and the state of implementation of the Strategy.

The time in which this document was created is unique. The COVID-19 pandemic has changed the world, changed our University and changed us all. Achieving your goals is extremely important, but the style in which it takes place is equally important. Our community comprises nearly 14,000 people. We are diverse. What unites us are the values that guide us and on which we want to continue building the Medical University of Warsaw. In the course of work on the Strategy, as a result of broad discussions, the first Code of Values of the Medical University of Warsaw in the history of our University was developed, including: mutual respect, commitment, cooperation, professionalism, transparency, empathy, freedom of thought and beliefs, fairness and loyalty. These values should be the reference point of every action taken at our University.

The mission of the Medical University of Warsaw is to provide top-quality education rooted in innovative medicine and engage in high quality research. Its fulfilment requires the participation of the entire community of the Medical University of Warsaw.

Professor Zbigniew Gaciong, MD, PhD
Rector

Historical overview

- 1809 _____ The Medical University of Warsaw dates back to 1809, when the Academic Faculty of Medicine was established in Warsaw, referred to as the Medical School. After the demanding 19th century and the early 20th century, both marked by challenges in higher education, there was an extremely glorious interwar period, during which well-known figures, e.g. anatomist Edward Loth, surgeon Antoni Leśniowski, dermatologist Marian Grzybowski and internist Witold Orłowski lectured at the University.
- 1926 _____ The year 1926 saw the establishment of the Faculty of Pharmacy. It is worth emphasizing that the development of academic medicine, pharmacy and dentistry was not interrupted even by the tragic period of World War II. Many representatives of the academic staff continued to work with students as part of secret teaching. Due to their commitment and professionalism in everyday underground activity, it was possible to quickly recreate the university structures after the war
- 1950 _____ Especially 1950 turned out to be a breakthrough for the capital's medics when the Academy of Medicine was established, renamed after three months to the Medical Academy.
- 1968 _____ Patriotism and courage were also demonstrated by students and lecturers in many key moments in the history of Poland in the second half of the twentieth century, i.e. during events in March 1968 or during the period of democratic changes in 1989. In the second half of the twentieth century, many pioneering operations were carried out in the Medical Academy, e.g. a kidney transplant in 1966 under the direction of Professor Jan Nielubowicz, with which the University permanently marked its place on the academic map of Poland.
- 1989 _____ Along with the progress of science, the modern scientific base of the Medical University of Warsaw developed. The following buildings were erected on the Banacha Campus: the Faculty of Pharmacy and a modern Clinical Hospital. In the last dozen or so years, they have been joined by other buildings, e.g. the Library and Information Centre and architectural showcases of the Ochota district: the Paediatric Hospital and the University Dental Centre.

At the same time, care for tradition is still an important goal of the our activities. This is expressed, among others in the renovation of historical buildings on the premises and around the Infant Jesus Hospital. By decision of the state authorities in 2008, the Medical Academy of Warsaw received a new name – the Medical University of Warsaw. The prestige of the University increased even more.

For several decades, the Warsaw Medical University has held the position of the most dynamically operating medical university in Poland. Here the core values in daily scientific research are freedom and truth, as well as respect and empathy, which underpin the doctor-patient relationship. As for education, focus is placed on the quality and innovation of teaching.

Medical University of Warsaw today

The Medical University of Warsaw is a modern academic centre with over two hundred years of history. It owes its unquestionable leading position on the educational map of Poland to commitment to the best university traditions on the one hand, and to dynamic development on the other.

The proof of our dedication to high-quality education is evident through titles and certificates awarded to the University, as well as the highest positions in prestigious university rankings. High effectiveness of teaching is achieved due to modern communication with students, care for scientific and didactic staff and an educational offer that meets aligns with market demands.

MUW in numbers

2 923	—————•	employees, of whom:
1856	—————•	University Teachers
192	—————•	Titular Professors
276	—————•	Habilitated Doctors
825	—————•	Doctors

10 002	—————•	students, of whom:
8 848	—————•	full-time students, of whom:
8 036	—————•	Poles
812	—————•	foreigners
1 154	—————•	part-time students, of whom:
1 151	—————•	Poles
3	—————•	foreigners

420	—————•	PhD students, of whom:
297	—————•	full-time students
36	—————•	part-time students (Doctoral studies)
87	—————•	full-time students at the Doctoral School

423	—————•	postgraduate students
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Since 1999, more than **30, 000** graduates have successfully completed their studies at both, the Medical Academy and subsequently the Medical University of Warsaw..

There are 5 faculties at the University: Faculty of Medicine, Faculty of Dental Medicine, Faculty of Pharmacy, Faculty of Health Sciences, Faculty of Medical Sciences. The Medical University of Warsaw has also a thriving Doctoral School, Centre for Postgraduate Education, University Doctoral Studies and International Environmental Doctoral Studies. Since 2017, the Foundation for the Development of the Medical University of Warsaw has been operating. The university offers education in 16 fields of study in Polish, 3 in English, as well as doctoral studies and postgraduate education.

Studies in Polish

Faculty of Medicine

Medicine

Faculty of Dental Medicine

Dental Hygiene,
Dentistry,
Dental Techniques

Faculty of Pharmacy

Medical Analytics,
Pharmacy,
Toxicology with Elements
of Forensic Science

Faculty of Health Sciences

Dietetics,
Nursing,
Midwifery,
Medical Emergency,
Public Health

Faculty of Medical Sciences

Audiophonology with Hearing Care,
Electroradiology,
Physiotherapy,
General and Clinical Speech
Therapy

Studies in English

Faculty of Medicine

Medicine.

Faculty of Dental Medicine

Dentistry.

Genesis of work on the Strategy

Due to the ending time horizon of MUW Strategy for the years 2016-2020 and the beginning of the new time in office of the Rector's Authorities, in the 4th quarter of 2020 work began on the development of a new Strategy of the Medical University of Warsaw.

The process of work on the preparation of the Strategy is specified in the Act on Higher Education and Science. This Act obliges the Rector to prepare a draft strategy (Article 230), and the task of the University Council is to give its opinion (Article 18). According to Article 28 of the Act, the Senate is obliged to adopt the Strategy and approve reports on its implementation (Article 28). The strategic perspective described in the document "Development Strategy of the Medical University of Warsaw for the years 2017-2020" was summarized by the University Authorities at the Senate meeting of June 29, 2020 (section 5 of the agenda). At that time, the document "Report in the aspect of the Strategy of the Medical University of Warsaw in the years 2016-2020" was also created. On 25 January 2021, at a meeting of the Senate, the new Rector's Authorities summarized the implementation of the Strategy of the Medical University of Warsaw for the years 2016-2020 and the tasks completed during the first 100 days of their term in office.

The process of the implementation of the new Strategy of MUW has been divided into three stages:

1. analysis of internal and external conditions and assessment of the current situation of the University,
2. formulation, by the University Authorities, of general, long-term directions of the University's development in the form of Mission Statement, Vision, Code of Values and Objectives, with a plan for their implementation,
3. implementation of the initiatives specified in the Strategy, allocation of necessary resources within the priorities and monitoring of their implementation along with a regular reporting of outcomes.

This document refers to the first and second stages of the planned works. Its task is to indicate the direction of the University's development, systematize planned tasks, define principles and values, and plan the next steps in the process of implementing the Strategy.

Organisation and methodology of work on the Strategy

Organisation of work

Work on the Strategy began in the fourth quarter of 2020. In the first place, the university authorities sent an invitation to cooperation in the development of the document to many members of the academic community of the Medical University of Warsaw.

Pursuant to § 12 section 7 of the Statute of the Medical University of Warsaw, the Rector appointed the University Strategy Team of the Medical University of Warsaw for the years 2020-2024. The Team was headed by the Rector and consisted of Vice-Rectors, the Chancellor and the Proxy for Strategy. At the first meetings, the Strategy Team agreed on the methodology and schedule of work on the Strategy and defined the principles for its implementation.

The Strategy Team receive support, among others, from six Focus Teams dedicated to key outlined in the Strategy. Each of them, under the guidance of a leader, performed a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) and formulated operational objectives to their respective areas.

Focus teams formulated tasks in the following areas:

- teaching and student affairs,
- science and technology transfer,
- internationalisation, promotion and development,
- clinical and investment activities,
- human resources and organisation,
- Chancellor.

The analyses developed by the Focus Teams were subsequently refined by the Strategy Integration Team, whose task was to cooperate on an ongoing basis with representatives of the Strategy Team, thematic area leaders and representatives of the academic community, as well as to finalize the entire document.

Invitations to contribute to the Strategy were extended to the representatives of the academic community of the Medical University of Warsaw who actively participated in formulating the Code of Values, and also submitted their input on Strategic and Operational priorities and objectives, as discussed below.

Representatives of the university community comprised members of Faculty Councils, PhD students, students and alumni, administrative staff, as well as trade unions. During the work and debates, dozens of proposals were submitted, which were later discussed by the Focus Teams and the Strategy Team.

The University Council also actively participated in the development of the Strategy. During a meeting on March 31, 2021, professors Leszek Pączek and Aleksander Nawrat presented a report entitled "The Medical University of Warsaw - Questions and Current State 2021". A discussion took place on the progress report on the Strategy prepared by the Team. The members of the Senate played a crucial role in the development of the Strategy by providing consultation and feedback on the Strategy.

Methodology of work

The Strategy Team headed by the Rector agreed upon and approved the schedule of work and Strategy implementation, dividing it into four phases:

01 | Mobilisation

- Establishment of a working group for the Strategy for 2020-2024
- Development of a detailed project implementation plan: time, resources, methodology, organisational structure and the end result
- Analysis and evaluation of the implementation of the current 2016-2020 Strategy
- Analysis of other documents and regulations relevant to the Strategy being prepared

02 | Strategy

- Development of: Mission Statement, Vision, Code of Values
- Preparation of a SWOT analysis of the Medical University of Warsaw and key areas of activity
- Writing out Strategic Objectives of the Medical University of Warsaw and key areas of activity
- Approval of the 2020-2024 Strategy

03 | Planning

- Preparation of a detailed list of projects and initiatives supporting individual Strategic Objectives
- Development of project fiches and prioritisation of activities
- Determination of available budgets and allocation of resources according to established principles
- Commencement of performance and implementation

04 | Monitoring

- Establishment of a team to monitor progress
- Implementation of tools to measure progress, use of budgets and level of implementation
- Launching regular monitoring and reporting of work progress, risks and outcomes

For each of the four phases of the schedule, detailed tasks and effects of work were planned, which were periodically assessed during status meetings of the Strategy Team. The implementation of the works was based on the principles of the Prince 2 project management methodology.

Therefore, during the mobilisation phase, a detailed work plan was developed, which defined the time frame, available resources, methodology, people and teams involved in the preparation of the Strategy, and the outcome. During this time, an analysis of documents and regulations relevant to the activities described in the Strategy, as well as analysis and evaluation of the implementation of the existing Strategy were carried out.

The "Strategy", i.e. the second phase of the schedule, was devoted to conceptual work on the future of the University and its values. At this stage, the Mission Statement, Vision and Code of Values of MUW were outlined, SWOT analysis was made, Strategic Objectives for the University were formulated, along with Operational Objectives for its individual areas. In this phase, many discussions were held devoted to the substantive evaluation of the content proposed by the Focus Teams, opinions presented by the University Council and people involved in the work on the Strategy. At the same time, work on the unification of the document continued. The second phase is also the time of conducting the procedure of approval of the Strategy by individual persons responsible for preparing the content of the document and the bodies of the University - the Rector, the University Council and the Senate..

Work on the Strategy of MUW for the years 2020-2024 was carried out in line with the Prince 2 project management methodology. The implementation and monitoring of the assumptions of the Strategy will be carried out by the University using the same methodology so as to supervise the compliance of its implementation with the assumptions, plan on an ongoing basis and implement adequate corrective actions.

The SWOT methodology was used to formulate Strategic and Operational Objectives, because it is universally applicable, and at the same time it serves to analyse the macroeconomic and competitive environment as well as the strategic potential of the University. Using the SWOT method, teams sought solutions that incorporate the strengths and opportunities that arise in the environment, while eliminating weaknesses and avoiding threats. The SWOT analysis will be periodically updated as part of the Strategy planning process. During the work on MUW Strategy and SWOT analysis, the principle was adopted that strengths and weaknesses are internal factors, and opportunities and threats are external factors.

Phases 3 and 4 (planning and monitoring) start after the completion of works and approval of MUW Strategy for the years 2020-2024.

The Strategy Map

Mission Statement

We are an academic community deeply committed to the principles of freedom of thought and expression, equal rights, and respect for tradition.

Our mission is to provide excellence in education based on cutting-edge medicine and high quality research

Vision

We wish to ensure through the implementation of the Strategy, in the year 2024, for our University:

- to be a leading academic centre offering top-quality education and research,
- to provide exemplary health care services in Poland due to the strong position of our healthcare entities and research centres,
- to become an efficient running institution, with the use of modern technologies and optimization of both intellectual and economic assets,
- to be a stable and an inspiring workplace offering opportunities for professional development,
- to become a place for passionate, ambitious individuals pursuing lifelong self-development,
- to provide up-to-date instruction, teaching and opportunities for the personal development of students,
- to support the members of the academic community at every stage of their professional and academic development,
- to uphold University values and preserve its traditions,
- to educate students and graduates who have the best knowledge, skills, and ethical standards.

→ Strategic objectives

The strategic objectives are regarded as long-term, global directions of the development of key areas of University activity

- Provision of high-quality education through effective teaching, innovative forms of education and modern facilities.
- Support and development of innovative research as well as achieving the status of a research university.
- University managed in a modern and competent way.
- Leading medical facilities, ensuring effective cooperation between teaching and research
- Subsidiaries and investments contributing to the University's competitive advantage.
- Top students enrolled as a result of the promotion of the University's and its excellent reputation. Integration of the academic community through open and effective communication.
- An efficient and flexible management model with budgetary governance to ensure the support and advancement of key areas of University activity.

Code of Values of MUW

Mutual respect

We show respect and kindness to each other. We are all important to the University and contribute to its advancement. We are tolerant community, with respect for different cultures and beliefs.

Commitment

We show initiative and resourcefulness. We meet and even outperform the goals and objectives set for us. We are passionate about seeking new challenges. We continue to improve and look for innovative solutions.

Cooperation

We work and support each other to achieve common goals. Through partnership relations, we engage in collaborative projects, facilitating the sharing of knowledge and encouraging an open exchange of ideas and experiences.

Transparency

We build trust through open, direct and effective communication based on evidence and truth. Transparency ensures that our decisions are made openly and in line with the established policies.

Freedom of thought and belief

We ensure that our University is a place of freedom of thought and belief. We respect ethical standards in research and the freedom to conduct scientific research.

Integrity

We approach our responsibilities with diligence and are guided by the principles of honesty and fairness. The welfare of the University is our top priority. We honour our commitments.

What values do we want to live by ?

Professionalism

We carry out our tasks in a reliable and responsible manner. We regularly upgrade our skills and knowledge. We are responsible in undertaking initiatives, always bearing in mind the welfare of the University.

Loyalty

We form a mutually loyal academic community that supports each other and adheres to the University Code of Values. We consistently pursue the path set by the University and safeguard its assets. We cooperate to eliminate misconduct. We care about the welfare and reputation of the University

Empathy

We understand people, their motives and their emotions. We presume good intentions. We cooperate to find solutions



Mission Statement

The Mission Statement of the Medical University of Warsaw sets the direction in which the University is heading and outlines how we can engage with the community of students, doctoral students, academic teachers, administrative staff and patients, for the benefit of whom all of these groups act. We consider it a concise summary of our Vision of the University, which points the way forward.

We are an academic community deeply committed to the principles of freedom of thought and expression, equal rights, and respect for tradition.

Our mission is to provide excellence in education based on cutting-edge medicine and conducting high quality research.

We have a demonstrable impact on the development of medicine and the health care system. We also have the opportunity to foster engaging and respectful attitudes within society.

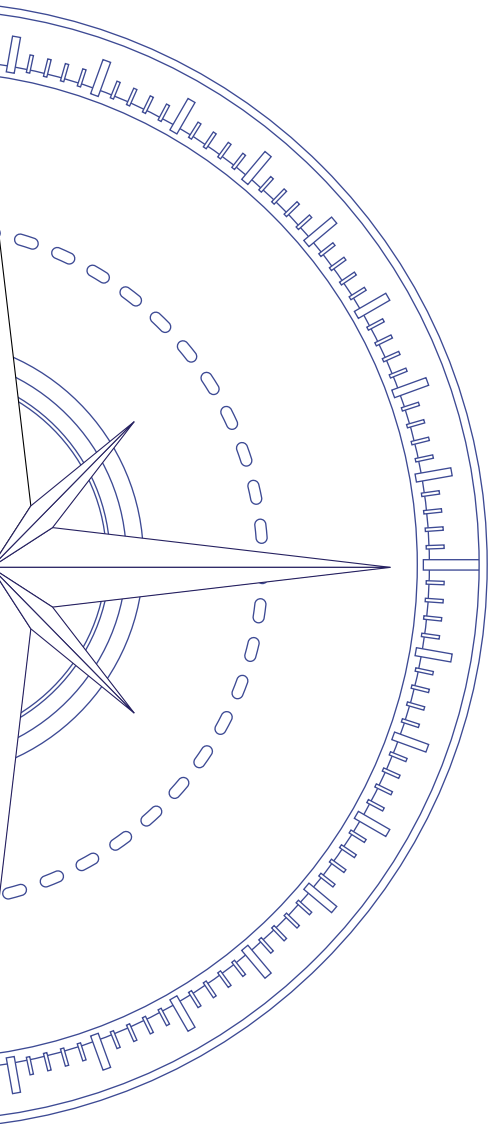
Vision

By Vision, we mean a depiction of the University's future. It outlines our objectives for the Strategy period, i.e. until 2024, and guides the planning and execution of Strategic and Operational goals. Our Vision remains open to the future, but at the same time, it should be treated as an inspiration for everyday activities.

When put into practice, the Vision will enable the University to consolidate its position as a modern organization, both in Poland and worldwide, with the welfare of the entire academic community in mind, ensuring its continuous advancement.

We wish to ensure through the implementation of the Strategy Plan, in the year 2024, for our University:

- to be a leading academic centre offering top-quality education and research,
- to provide exemplary health care services in Poland due to the strong position of its healthcare entities and research centres,
- to become an efficient running institution, with the use of modern technologies and optimization of both intellectual and economic assets,
- to be a stable and an inspiring workplace offering opportunities for professional development,
- to become a place for passionate, ambitious individuals pursuing lifelong self-development,
- to provide up-to-date instruction, teaching and opportunities for the personal development of students,
- to support the members of the academic community at every stage of their professional and academic development,
- to uphold University values and preserve its traditions,
- to educate students and graduates who have the best knowledge, skills, and ethical standards.



Code of Values

The formulation of the Code of Values of the Medical University of Warsaw is the outcome of collaborative effort and debate of the representatives of various groups involved in the development of our Strategy. Of key importance was a workshop meeting that brought together the representatives of university teachers, researchers, administrative staff, trade unions, students, doctoral students and alumni. Divided into small groups, the workshop participants collectively compiled a list of values they believed should underpin the University's endeavours in the years to come. When presenting the key values identified by these working groups, it was not only important to articulate these values but also to provide justifications for the proposed ideas. This approach allowed for a clearer understanding, during subsequent Strategy development, which actions would facilitate their implementation.

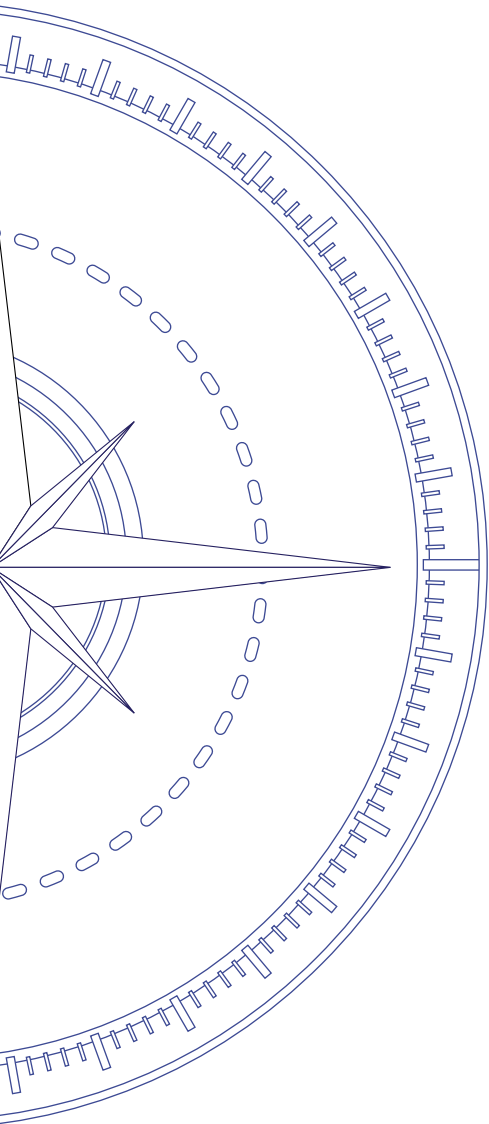
These values are the guiding compass for our actions. While our environment and the world around us are in constant flux, these values remain steadfast.

They serve as a reminder of what has been, and continues to be, of utmost importance to both us and our University, reflecting our commitment. The efforts of students and doctoral students, administrative staff and academic staff all ultimately have the patients' best interests at heart.

Code of Values: what values do we want to live by?

Mutual respect among the members of our community stands as an essential and particularly important value. We all hold importance to the University and contribute to its progress. We are a tolerant community of cultures that respects diversity.

We are committed to the advancement of the University. We display initiative and entrepreneurship. We achieve and even surpass objectives set for us. We eagerly embrace new challenges. We continuously strive for perfection and seek innovative solutions.



Teamwork in pursuing shared goals ensures that they are achieved. We engage in collaborative projects through partnerships. We share knowledge and inspire each other for the benefit of all. Our attitude encourages everyone to exchange ideas and experiences.

As professionals, we carry out our tasks in a reliable and responsible manner. We constantly raise our qualifications and broaden our knowledge and skills. We responsibly engage in new initiatives, bearing in mind the welfare of the University.

We build trust through open, direct and effective communication based on evidence and truth. We are transparent, ensuring that our decisions are made openly and in line with the established principles.

Empathy enables us to understand people, their motivation and emotions. We presume good intentions of others. We seek solutions collaboratively.

We ensure our University is a place of freedom of thought and belief. We uphold the freedom to conduct research while adhering to the principles of research ethics.

It is with integrity and fairness that we approach our responsibilities. Our actions are ethical. We prioritise the welfare of the University. We honour our commitments.

We are a loyal academic community that supports each other and respects the University's Code of Values. We consistently strive to implement the University's chosen directions of development and protect its assets. We cooperate to eliminate misconduct. We care about the welfare and reputation of the University.

Strategic objectives

The development of strategic areas and objectives, the identification of which will determine the activities to be undertaken at the University in the years to come, was an extremely important stage of work on the Strategy. Five areas related to the scope of activity of individual Vice Rectors were distinguished as a result. Moreover, an area subordinate to the Chancellor was identified, in recognition of the Chancellor's importance for the successful completion of tasks aimed at University advancement.

The formulation of Strategic Objectives was another part of the Strategy planning stage (i.e. (i) analysis, (ii) planning and (iii) implementation). The Strategy Team was responsible for their formulation, based on the Mission Statement and Vision that the University seeks to adhere to. The aim of the Strategic Objectives is to identify the best way to implement them. The conceptual work made use of, e.g. comparative analysis of legislation, competition, the University's internal situation and macroeconomics.

The Strategic Objectives are thus treated as long-term, general guidelines for the development of the key areas of the University's activity. Their purpose is, among other things, is to identify priority tasks and directions of development, to enable effective allocation of resources and efficient budgeting based on transparent rules.

Strategic and Operational Objectives will be delegated to experts and relevant University units, in order to develop appropriate implementation schemes. In the third phase, progress towards the goals will be measured and monitored periodically and conclusions will be presented in the form of a report.

Strategic objectives for specific areas

Education and Student Affairs

Top-quality education thanks to highly qualified teaching staff, modern facilities, teaching methods and forms of education.

Science and Technology Transfer

Fostering innovative research and becoming a research university.

Internationalisation, Promotion and Development

Top students enrolled thanks to the promotion of the University and its excellent reputation. Integration of the academic community through open and effective communication.

Clinical and Investment Activities

Established position of the academic healthcare centres, ensuring effective cooperation between teaching and research. Subsidiaries and investments contributing to MUW's competitive advantage.

Human Resources and Organisation

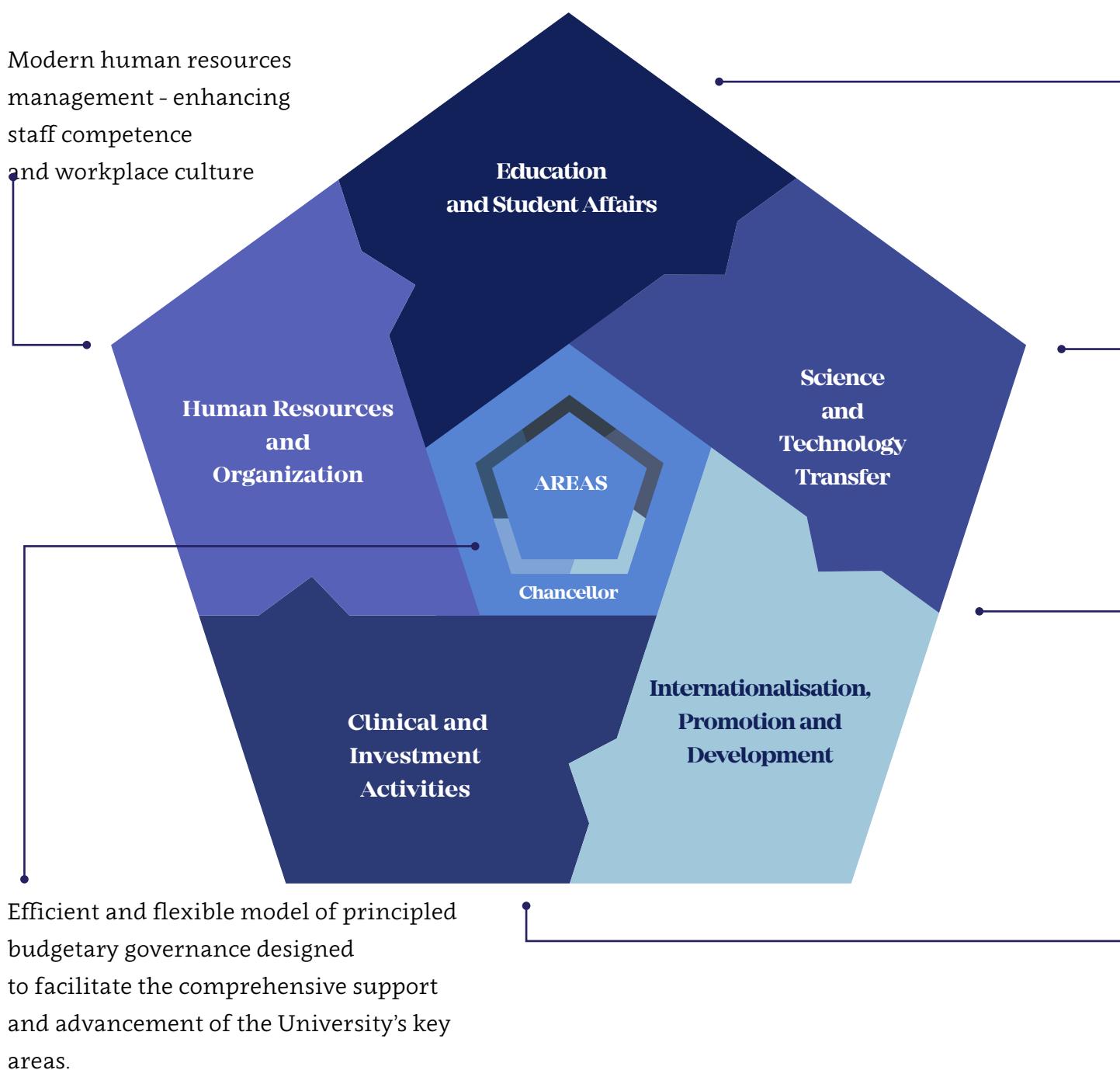
Modern human resources management - enhancing staff competence and workplace culture.

Chancellor

Efficient and flexible model of principled budgetary governance designed to facilitate the comprehensive support and advancement of the University's key areas.

Operational objectives

Focus Teams, comprising representing the six University key areas were involved in formulating the Operational Objectives. These teams were led by an individual with extensive experience in the respective area and a profound understanding of the University's realities. Subsequent refinement of the Operational Objectives, in the form of project fiches, will enable specific, measurable tasks to be set for the entire University. Together with the implementation plan, this framework will facilitate progress assessment.



Top-quality education thanks to highly qualified teaching staff, modern facilities, teaching methods and forms of education.

Fostering innovative research and becoming a research university.

Top students enrolled thanks to the promotion of the University and its excellent reputation. Integration of the academic community through open and effective communication.

Established position of the academic healthcare centres, ensuring effective cooperation between teaching and research.

Subsidiaries and investments contributing to the University's competitive advantage

Education and Student Affairs

Introduction

Top-quality education is one of the key priorities of the Medical University of Warsaw, resulting directly from University Mission Statement. To provide high quality teaching, constant improvements are needed, both in the curricula and in the organisation of studies. These need to focus on the development of new study programmes that meet the demands of the labour market. They should take into account not only how to prepare students for their professions, but also how to shape their interests, teach proper communication with the patient and their family, as well as with the co-workers; how to instil in students the responsibility for the decisions they make and, above all, the need and ability for constant self-improvement in the field of medical sciences

The Medical University of Warsaw intends to retain its leading position among medical universities in the country, and thus to become a recognisable institution offering the best and up-to-date educational offer by providing attractive study programmes and top-quality education.

Strategic Objective

Top-quality education thanks to highly qualified teaching staff, modern facilities, teaching methods and forms of education.

SWOT analysis

Strengths

1. The University's well-established position in Poland.
2. Excellent qualifications of graduates and their good preparation as demonstrated by their Medical Final Examination (LEK) and Medical-Dental Final Examination (LDEK) scores.
3. High demand of the labour market for graduates of the Medical University of Warsaw.
4. Comprehensive educational offer (study programs, courses, training courses).
5. Excellent scientific and teaching qualifications of academic staff.
6. Strong link between didactics and research activities, with high scientific activity of students.
7. Numerous and highly active Student Scientific Clubs.

8. Creation of a University e-learning system for supporting students' education, including the development of teaching methods with the use of modern technologies, rendering the educational offer more attractive.

Weaknesses

1. Disproportion between the number of students and the possibility to offer them top-quality education under the current conditions of the teaching facilities.
2. Scattered teaching facilities.
3. Unsatisfactory pedagogical preparation of the academic staff to meet the growing needs.
4. Too little emphasis on soft skills development.
5. Lack of financial capacity to provide some practical classes in sufficiently small groups.
6. Imperfect system of monitoring career paths of graduates and the demands of the labour market.

Opportunities

1. Growth of international and national cooperation in the field of didactics.
2. Availability of external funding for the development of didactics.
3. Cooperation with external stakeholders, other national and foreign centres.
4. Greater emphasis on practical forms of education.
5. Development of original curricula for core and elective education.
6. Support of the state system through:
 - legislative changes in the provisions of the Act on student loans for part-time medical studies in Polish.
 - implementation of support programmes for the education of students from the East.

Threats

1. Competition from other universities.
2. Changing demographics.
3. Inadequate preparation of university candidates due to the COVID -19 pandemic.
4. Limited financial resources due to the changing economic situation.
5. Shortage of academic staff, including declining interest in academic careers among young people and the outflow of high-level specialists to other domestic and foreign universities.
6. Uncertainty of contracts with health care units where students are taught (financial issues).

SWOT summary

The most important objective of the Medical University of Warsaw in the area of education is to provide top-quality teaching thanks to highly qualified teaching staff, modern facilities, methods and form of education.

To ensure that students receive top-quality education, the University will provide top-quality instruction through the systematic training of its medical staff and the upgrading of its teaching facilities, including the construction of a new, and the modernisation of the existing, University Medical Simulation Centre.

The perfecting of the teaching process will involve focus on modern teaching methods, with the use of information technologies and multimedia tools. Apart from the indispensable skills that medical students should acquire through practical learning in a clinical setting, modern teaching methods, both manual and computer-based, should be introduced, supplemented by e-learning and blended learning.

One of the most important objectives in the field of education is to implement an innovative model of knowledge transfer to future doctors, which will translate into improved scores for the Medical and Medical Dental Final Examinations.

A higher pass rate on these examinations will be one of the indicators to confirm the validity of the new education model.

Modification of the educational offer, based on constant monitoring of the changing demand of the labour, and in cooperation with employers, will contribute to making the educational offer more attractive and to a better preparation of students to take up employment after graduation.

Also, it will be an additional objective within the area of education to promote part-time (fee-paying) medical studies conducted in the Polish language in a new format, i.e. to modify the Act on student loans, so that it assumes financial support "from the state budget for persons undertaking and completing paid studies in the Polish language in the field of medicine with the obligation to repay it through work in the public health service", thus creating the opportunity to study for a broader group of people.

Operational Objectives

1. Enhancing teaching facilities:

- a. Establishing and expanding the University Medical Simulation Centre.
- b. Sustained modernisation and renovation of teaching facilities.
- c. Equipping units with educational resources.
- d. Enriching University library resources.

2. Enhancing the teaching process:

- a. Increase the effectiveness of teaching methods to improve LEK and LDEK exam scores.
- b. Implementation of innovative forms of education in cooperation with the socio-economic environment.
- c. Fostering modern, learning-enhancing methods of education, i.e. the use of computer software, e-learning, VR, and fostering hybrid education, also with the development of the "simulated patient" programme.
- d. Focus on practical education - greater cooperation with external entities/employers.

- e. Refining methods for the verification of learning outcomes, including the development of test examinations, written examinations and other methods to test skills.

3. Enhancing teaching skills:

- a. Elevating teaching competences of academics by providing comprehensive training programs focusing on effective teaching methods, encouraging them to participate in workshops tailored to their needs.
- b. Establishing teaching leaders, who would provide internal training initiatives, sharing their experience and good teaching practices.
- c. Fostering integration and cooperation among academic educators through various forums and events, e.g. such Academic Forums or University Quality Culture Days.

4. Modification of the teaching offer taking into account the needs of the labour market (current and future):

- a. Ongoing monitoring of changing labour market demand, also greater cooperation with University alumni.
- b. Greater cooperation with employers and exerting a real influence on the content of study programmes - greater activity of the Career Office.
- c. Updating/modifying/improving curricula in order to increase their attractiveness and make education more practical.
- d. Supporting education aimed at developing communicative competences in the professional practice of graduates.
- e. Supporting the "simulated patient" programme enabling to teach practical technical and non-technical skills at different stages of the educational process.
- f. Offering multidisciplinary classes/elective courses – bringing together students from different faculties in one class.

5. Enhancing the educational offer in English:

- a. Identifying the demand and competitiveness on the educational market.
- b. Selecting further study programmes in demand.

6. Enhancing the effectiveness of the University Quality of Teaching System:

- a. Improving the system of evaluation of the educational process - student survey
- b. Adjusting for the results of the lecturers' evaluation and class observations, also e-learning courses.
- c. Fostering University educational quality culture - shaping pro-academic attitudes among students and academic staff.
- d. Enhancing educational process efficiency, e.g. services provided by the Dean's office, administrative office, or the library.

Science and Technology Transfer

Introduction

The dynamic development of medical, pharmaceutical and health sciences is a great opportunity but also a great challenge for our University. The Medical University of Warsaw has enormous intellectual and scientific potential as well as an extensive research infrastructure. All this means that it offers a nationally unique multidisciplinary platform for conducting innovative research in all scientific disciplines represented.

However, despite extensive research opportunities, experience of research team leaders, high involvement of young researchers and still very high scientific standing, the University, currently, does not have the status of a research university. This limits the amount of financial resources allocated to scientific studies.

It is necessary to promote interdisciplinary cooperation between various scientific units of the university and cooperation with Polish and foreign centres. It is also essential to take care of the development of scientific careers at different stages and to plan career paths.

Efficient professional administrative support is required for the successful conduct of research, allowing researchers to concentrate on their studies. Many administrative processes still definitely need improvement. Modern science works in cooperation with the socio-economic environment and its intensification will be one of the important elements of the Strategy.

The support of research teams, the development of interdisciplinary scientific cooperation, not only with leading national and international centres but also within our University, assistance in raising funds for scientific research and the development of infrastructure as well as effective support in the preparation of high-quality scientific publications will allow the University to consolidate its high scientific standing and achieve the status of a research university.

Strategic Objective

The support and development of innovative research and the achievement of the status of a research university

SWOT analysis

Strengths

1. Strong scientific community and highly qualified academic staff.
2. Increasing effectiveness in obtaining projects financed from external sources.
3. Publication activity of researchers in prestigious journals.
4. Scientific infrastructure and equipment supporting research processes.
5. Experienced staff providing a suitable scientific and research environment for the development of young scientists.
6. Attractive offer of education at the Doctoral School - the number of applicants exceeds the number of available places.
7. Active participation in the work of international university networks.
8. Representation of scientific disciplines crucial for the development of Poland's scientific potential.
9. Influencing the healthcare policy significantly through the implementation of strategic projects from the point of view of the national scientific policy.
10. High-budget research projects that enable financing of innovative therapies and scientific equipment.
11. Active contribution of scientific staff to the development of non-commercial clinical research.

Weaknesses

1. Lack of a comprehensive service offer and a database on research capacities and laboratories available to external stakeholders.
2. Insufficient analytical support for strategic decision-making processes.
3. Low attractiveness of the University's offer for foreign scientists.
4. Lack of mentoring programmes supporting the development of young scientists.
5. Low activity in obtaining prestigious international grants and a small number of international research projects.
6. Lack of extensive staff experience in managing international projects.
7. Tendency to conduct research individually and in narrow thematic areas with limited openness to collaboration.

8. Lack of specialised structures supporting the conduct of non-commercial clinical research.
9. Age and hierarchical structure of the research staff.
10. Low effectiveness of the promotion of research results and the scientific offer of the University.
11. Hierarchical model of the organisational structure with limited flexibility and excessive organisational formalisation.

Opportunities

1. Location facilitating the establishment of cooperation of the scientific community - cooperation with scientific institutions located on the Ochota Campus in the implementation of interdisciplinary research projects (University of Warsaw, Polish Academy of Sciences, Teaching Hospitals).
2. Access to a modern research infrastructure on the Ochota Campus.
3. Initiative: Excellent Research University – a scientific policy that favours the concentration of resources in the best research units.
4. Systemic support of health care determined by the current epidemiological situation.
5. Opportunities to diversify the University's sources of funding - national and international programmes supporting the development of research and academic staff – new instruments for financing scientific research - National Recovery and Resilience Plan, Horizon Europe, Non-commercial Clinical Trials Programme, Health Programmes of the Minister of Health.
6. Greater flexibility in the use of public subventions.
7. Dynamic development of selected sectors and branches of the economy related to the directions of conducted scientific research.
8. Social and economic trends stimulating demand for research.
9. Transfer of good practices from other sectors and branches of the economy to the academic environment.

Threats

10. Development of cooperation with world-leading scientific centres.
11. Possibility of creating a comprehensive research platform for the cooperation of scientists from various fields.
12. Additional resources for the digitalization of the University.
13. Unified guidelines from international funding bodies for research data management.

1. Increasing pressure on the public finance system resulting in a reduction of funding opportunities for science.
2. Excessive focus on results in the funding and evaluation systems of the University.
3. Formal and legal difficulties and lack of financial support programmes for foreign scientists.
4. Low total value of outlays on science in relation to other European Union countries.
5. Imprecise and excessively dynamic changes in the legal regulations on the functioning of the University.
6. Abundance of competitive scientific centres with a similar profile.
7. Systemic problem of emigration of talented researchers, especially young scientists.
8. Outflow of highly qualified scientific staff to the EU countries for economic purposes.
9. Poor position of Polish scientific journals in the international arena.
10. Increasing complexity and inconsistency of external IT systems (ZSUN, SL2014, LSI and others).
11. Increase of bureaucratic procedures related to the funding of science by government agencies.
12. Financial dependence of the University on the state budget.

SWOT summary

The most important problems of the contemporary world and the most rapidly developing areas of knowledge today are multidisciplinary in nature. The University's position, its participation in the global circulation of knowledge and its influence on the development of science depend on its ability to address and solve such problems. Scientific interdisciplinarity is a fundamental feature of modern research. The research concerns: pathophysiology, new diagnostic methods, effective innovative drug therapies, health protection, disease prevention, health promotion, novel therapies and new drugs. Among other things, it will focus on the prevention, diagnosis and treatment of social, modern age and also rare diseases, support for interdisciplinary medical research and the optimisation of therapies in the form of non-commercial clinical trials. Research work requires significant investment not only in improving the competence of scientists but also in an appropriate research infrastructure, i.e. the latest and most advanced equipment and IT solutions.

Furthermore, due to the multidisciplinary nature of research, it is necessary to support the development of scientific cooperation within the University itself, e.g. between theoretical and clinical units. Our University has a well-established position in the international arena in the fields of medical, health and pharmaceutical sciences. Yet, despite the openness to cooperation with foreign research entities, there are no mechanisms supporting international cooperation and effective application for international research projects.

The structure and mechanisms of research funding are not sufficiently conducive to promoting high-quality research. The proposed increase in the share of funds distributed on a competitive basis, and a clear link between the criteria for the distribution of these funds and scientific achievements, will be an important incentive to improve the quality of research conducted at the Medical University of Warsaw.

Support in the initial stages of a scientific career is essential to gain research independence and experience, expand knowledge and build relational capital. The first years after earning a

doctoral degree are crucial for the further development of a researcher's career and choice of a scientific path. Mentoring programmes that enable, among other things, the acquisition of managerial competences (science manager) and the establishment of scientific cooperation, are beneficial for both the scientist and the university (the formation of science leaders). The university must ensure a diverse and inspiring environment for development. Effective management of such a complex organisation as the university requires the use of IT systems that are tailored to the specific nature of its functioning. Clear reporting of key indicators is essential for managers and researchers as well as for building a strategic management culture. The Medical University of Warsaw also needs to 'go out there' with its research potential by effectively promoting its research results and building CORE FACILITY for entrepreneurs.

Extending cooperation with key people in the world of science and economy is extremely important for the effective commercialisation of research results.

Operational Objectives

- 1. Identification of strategic research areas and development of scientific teams**
 - a. Targeting the University's activities to support innovative research teams, developing unique know-how, strategic from the point of view of the University's scientific excellence and cooperation with the socio-economic environment.
 - b. Fostering interdisciplinary scientific collaboration between University units to conduct innovative scientific research.
 - c. Effective publication strategy.
 - d. Promotion of key scientific achievements.
 - e. Increasing the number of prestigious (national and international) grants influencing the development of the University's strategic research areas.

2. Intensification of interdisciplinary and international cooperation.

- a. Development of national and international cooperation with leading scientific entities.
- b. International networking and inclusion in international initiatives responding to global health needs, which simultaneously results in visibility in international rankings and the amount of funds received as part of subventions.
- c. Increasing the participation of scientific teams in the European scientific programmes supporting research and the Horizon Europe innovation.
- d. Creating tools encouraging researchers to participate in international research networks.
- e. Comprehensive support in the preparation phase of the application for project funding from the Horizon Europe programme.
- f. Building the University's potential to serve as a leader in international projects.

3. Supporting the development of scientific careers at different stages and planning career paths.

- a. International mobility of researchers and doctoral students
- b. Internationalisation of the Doctoral School.
- c. Establishing a system for early identification of young talents at the initial stages of their career development, enabling the training of key competencies for the management of scientific activities. Each Young Research Team Leader should have a mentor to support the development of their scientific career (ideally, the mentoring programme should be financed from subventions and the mentors should be employees of other institutions).

The competency programme should include:

- scientific career planning,
- networking,
- leadership skills development,
- management of scientific projects,
- fundraising.

d. Development of schemes for the evaluation of scientific activity of staff (numbering).

4. Comprehensive support for research and teaching teams in the preparation and implementation of projects.

a. Maximisation of funds obtained from subventions and their effective use in scientific activities.

b. Creating a fast path for the implementation of projects by optimising administrative teams at all levels of the University's organisational structure (teams related to: human resources, payroll, finance, accounting, public procurement, logistics, apparatus). In this respect, an analysis of the needs of the stakeholders should be carried out.

c. Expanding administrative teams overseeing projects - professionalizing the management of research and teaching projects.

d. Improving the flow of information within the University.

e. Development of tools for a comprehensive project management information system integrated with the systems currently implemented by the University.

f. Implementation of electronic document circulation enabling efficient tracking of the flow of project documentation.

g. Comprehensive training system to develop staff competencies.

h. Stakeholder feedback system enabling ongoing correction of actions.

i. Measuring the quality and performance of staff responsible for individual projects.

5. Building the organisational capacity of the University for the preparation and support of innovative preclinical and clinical research in collaboration with the University clinical base.

a. Development of a comprehensive system to support research staff in creating non-commercial clinical research projects (medical writer, statistics).

b. Creation of a base for comprehensive support of non-commercial and commercial clinical trials

6. **Implementation of effective cooperation with the socio-economic environment.**

7. **Increasing the scale of application of the results of scientific activities in the biotechnology industry and clinical activities.**
 - a. Increase in the implementation potential of the University.
 - b. Commercialisation and partnership in research in the biomedical industry.

8. **Support for the development of research infrastructure.**
 - a. Maintenance and further development of access to the University's research infrastructure and equipment.
 - b. Core facility.
 - c. Use of high-value equipment, allowing us to be among the leading European research facilities.

Clinical and Investment Activities

Introduction

Due to the current epidemic situation, we all had to change our approach to management and re-arrange our activities according to the new hierarchy, e.g.: in the clinical base created for teaching, scientific and research-related purposes at the University, as well as investments in medical facilities for which the University is the founding body.

One extremely important task for the coming years is to prepare and implement a recovery programme for the hospitals that make up the University Clinical Centre. Its aim is to reduce the debt of those units and improve their financial efficiency.

In view of the problems associated with clinical teaching based on a third-party base, it would be reasonable to educate as many students as possible in the medical facilities of the Medical University of Warsaw.

It should be emphasised that the refurbishment of the Lindley campus is one of the many urgent investments.

A complex and dispersed layout of the Lindley campus buildings makes it difficult to organise the process of providing medical services, which is directly related to the education of students.

Another urgent investment is the commencement of construction and the commissioning of the Medical Simulation Centre, which must be preceded by a thorough analysis and modification of the design assumptions. This will make it possible to implement modern practical training methods.

Strategic Objectives

1. **A strong position of the academic treatment base, ensuring an effective collaborative approach to teaching and science.**
2. **Subsidiaries and investments working to increase the competitive edge of the Medical University of Warsaw.**

SWOT analysis 1

A strong academic treatment base, ensuring effective collaborative approach to teaching and science

Strengths

1. A wide range of services allowing for multi-profile education.
2. High-quality specialists.
3. Prioritize development activities, including investment initiatives, based on identified needs and available resources, in particular financial feasibility.
4. Infrastructure investment in areas whose strengthening is necessary from the point of view of demographic and epidemiological changes.
5. The high potential of University entities as top-quality centres for medical staff training.
6. Extensive opportunities for collaboration with health care institutions and universities in Poland and abroad

Weaknesses

1. Limited investment opportunities due to limited funding sources.
2. Too few in-house facilities for research and teaching purposes.
3. Lack of sufficient resources to expand the University clinical base.
4. Increasing infrastructural needs due to the high level of infrastructure exploitation resulting from the demand of therapeutic entities.
5. Unfinished process of unification and optimisation of the already used systems and IT infrastructure, in the medical area (HIS, RIS, PACS).

Opportunities

1. Greater cooperation of health care entities, scientific and research institutions as well as economic entities (enterprises) in the R&D sphere, resulting in the implementation of high-potential innovations.

2. Planned strategic activities at national and international level, including the EU financial perspective 2021-2026, as an opportunity to obtain funding.
3. Greater cooperation with other third-party units.
4. Construction of the Medical Simulation Centre.
5. Continuing systematic acquisition of external funding as an important factor in the development of the teaching and research base.

Threats

1. Too frequent systemic, organisational and legal changes in health care introduced by the Ministry of Health and the National Health Fund.
2. Changes in the field of higher education, e.g. ministerial requirements, regulations on postgraduate training of medical staff.
3. Restrictions on access to funding for entities with the highest number of referrals e.g.: lack of payment for over performing or performing of procedures by highly specialised medical staff who also provide training.
4. Short duration of contracts for education using a third-party base may cause interruptions in education, frequent changes in locations where classes are conducted for students.
5. The risk of escalating debt in entities, e.g. at the UCC, despite restructuring and corrective measures taken.
6. Competition in the formation and training of future medical staff at medical universities in the private sector.

Frequent legal, systemic and organisational changes, as well as changes in the areas that directly affect the educational process, introduced by the Minister of Health and the National Health Fund, cause problems in signing long-term contracts for education and teaching with third-party entities.

Short-term contracts may result in a lack of stability, teaching taking place in more than one location, delayed start of classes and difficulties in guaranteeing the same teaching staff in other locations. It is also not conducive to planning classes over a longer period of time or creating teaching schedules in different locations.

Teaching in units on a third-party basis also increases the cost of teaching, as those entities request an increase in teaching rates. The university does not have sufficient funds to establish its own teaching and research base and is forced to rely on external entities.

The funds granted by the Minister of Health are not sufficient to cover the implementation of teaching tasks involving healthcare services.

Without sufficient funding, there may be a risk that the full requirement of pre-diploma training including the provision of medical services may not be met.

Lack of sufficient funding also results in insufficient promotion of our University and insufficient health promotion.

Operational Objectives

- 1. Expansion of the teaching base by building University facilities or seeking a highly specialised current base with negotiation of financial conditions corresponding to the University financial capacity.**
- 2. Commissioning of the Medical Simulation Centre, preceded by a thorough analysis and modification of assumptions to the project based on changes in the situation caused by competition in the market and COVID-19-related epidemic factors.**
- 3. Strengthening and utilising the potential of the faculty of dentistry facilities and affiliated facilities to optimise interdisciplinary patient care, e.g.: oncology patient and training of students, postgraduate trainees and residents in a holistic approach to the entire therapeutic and rehabilitation process.**

4. Improving the financial standing of entities and subsidiaries through ongoing verification of contracts concluded for the provision of commercial services.
5. Establishing co-operation with the business customer segment through the wider provision of medical services such as preventive care and diagnostics.

SWOT analysis 2

Subsidiaries and investments working to increase the competitive edge of the Medical University of Warsaw.

Strengths

1. Possibility of providing commercial services by the Companies - continuation of commercial services.
2. High University potential for educational initiatives.
3. A wide range of services enabling comprehensive and multi-profile treatment of children and adults.
4. Large potential for provision of services and development in the area of medical, scientific and research activities.

Weaknesses

1. Lack of a Medical Simulation Centre.
2. Limited financial capacity - insufficient company funds for investment purposes.
3. Staff shortages affecting medical, nursing and support personnel.
4. Infrastructure in some clinics is outdated or used-up, e.g. at the Lindley Campus.
5. Insufficient promotion and lack of advertising, e.g. in social media

Opportunities

1. Expansion and modernisation of infrastructure in hospitals or clinics (based on financial capacity).
2. Creation of a modern, interdisciplinary clinical base where a holistic approach to the therapeutic and rehabilitation process will be implemented, with particular emphasis on the oncology patient.
3. Commercialisation of medical and dental services with a price list, with particular emphasis on the business customer and promotion on the external market.
4. Increase in revenue through the implementation of supporting solutions in diagnostic and therapeutic practice, e.g. remote diagnosis, tele-consultation, remote care for 65+ patients, and access to new broader groups of patients by the University Medical Centre.
5. The possibility of setting joint medical and organisational goals by the University of Warsaw and the University Clinical Centre, the implementation of which will be based on funds obtained from the EU financial perspective.
6. Promotion of entities and subsidiaries with the offer of services provided.

Threats

1. Competition in the market for medical services, including dentistry.
2. High competition in obtaining foreign funds, including EU funds, for investments and projects.
3. The need to take unforeseen and unplanned actions within crisis management, e.g. COVID-19.
4. Deteriorating financial situation of teaching hospitals due to the inability to execute planned contracts by transforming Clinics into "COVID" wards.
5. Insufficient funds for the replacement and modernisation of infrastructure at MUW entities and Clinics located using the "third-party base".
6. The Medical University of Warsaw does not have sufficient funds for the renovation or modernisation of its medical facilities.

7. Some facilities and real estate have been lent out to entities such as: Infant Jesus Clinical Hospital and Central Clinical Hospital at the Banacha campus (e.g. Accident & Emergency). An analysis of their standing clearly indicates the need for urgent modernization, for the implementation of which it is necessary to obtain funding from, e.g. the Ministry of Health or other state budget entities.
8. Another challenge is to complete the investment in the Medical Simulation Centre, where it will be possible to introduce and develop modern educational methods. This is a very important element in practical teaching, especially during epidemics.

Operational objectives

1. **Raise external funds to improve infrastructure in areas where it is needed (hospitals and clinics, both of the University and ones owned by third parties).**
2. **Renovate hospitals, clinics and companies after obtaining funds, in order to develop new innovative areas in clinical activities, as well as to improve competitiveness in medical entities where teaching and scientific work is carried out.**
3. **Purchase and successively replace equipment and medical devices at University entities and subsidiaries due to the wear and tear of existing equipment, as well as technological advances.**
4. **Urgently revitalize the Lindley Campus, i.e. renovate, under the supervision of the monument conservator, the existing premises and build new ones.**
5. **Open the Medical Simulation Centre.**

Internationalisation, Promotion and Development

Introduction

The process of making our University cosmopolitan in character is already in progress – we have gained international recognition as a high-quality teaching institution, we have taken part in European student exchange programmes and, since the formation of the English Division 25 years ago, we have become an institution that also provides qualified employees for foreign labour markets. Our university also has a very good research brand, which is testified by a high place in international university ranking – the highest among Polish medical schools. We need to make every effort to keep this position. Using the external funds that are now opening, we would like to develop international cooperation in research. We are also going to raise the standards and broaden the educational offer for foreign students, directing it at new countries, also the ones bordering Poland. The offer is going to include post-graduate studies in English at the Doctoral School of MUW.

Unfortunately, in recent years we have noticed the loss of a sense of connection of the employees and the students with the University. Without a sense of unity, there will be no community, which is the meaning ingrained in the word “university”. Since we would like to take action to reverse this process and form a proper University community, we, that is all the members, need to get to know each other better, respect and support each other. This is to be accomplished through the development of internal communication within the University. An appreciation of the contributions of each member of our community should lead to a sense of participation in the success of our University. We achieve a lot, but we should improve our publicity. Hence, we will modernize our communication with the media and the public of Warsaw, by making better use of modern forms of media, but above all by activating the students and employees themselves to share information. Being part of Warsaw, the University should establish more links with the local community. This is to be done by actions promoting our best academic and medical achievements, our long history and involvement in social issues - expressed through volunteering, as well as charitable or

educational activities. We attach great importance to developing the passions and talents of community members. Sporting and artistic achievements - especially of students - will be more strongly supported and promoted. We particularly emphasize the cultural obligation that our academic community has. In the prepared Strategy, we point to the code of universal values that are particularly important in the work of a medical school. During its 200-year-old history, our University has had a tremendous impact on the fate of Poland, primarily through its outstanding professors and alumni. We are proud of their achievements, and the alumni are proud of their University. We want to maintain and nurture ties with the graduates, who are the best ambassadors of our Alma Mater. Our University will also nurture the memory of the outstanding representatives of our community who have passed away. The exhibitions and lectures organized at the Museum of the History of Medicine will primarily popularize general knowledge of the progress made in medicine and pharmacy. By addressing the offer of museum activities to young people, we want to increase interest in studying at all the faculties at the Medical University of Warsaw. An important element that unifies and promotes the image of a university is a uniform visual identity system, on whose development work has already started.

A modern university is a university that is fully adapted to changing conditions. Thanks to computer technology, we were able to start remote teaching in the very first days of the pandemic. A modern university is also a digitalized university. This should apply not only to teaching, but, above all, to efficient internal communication. The implementation of the "electronic Dean's office" is underway - a system that will integrate all information in the course of study. Further work is also in progress to implement an ERP system, which is a basic tool for managing an enterprise as large as our University. We will also introduce a software package for electronic document circulation and archiving. While working on this solution, we will simplify a number of administrative procedures. As a result of both these measures the time from case submission

to completion will be reduced. Cyber security is an extremely important element of modern information networks. The IT Centre will develop safeguards to protect our IT resources from hacking attacks and will support users of our network. New investments in equipment are also planned in order to protect IT infrastructure from intentional and accidental threats. Development and modernization of e-learning platforms, modernization of websites, development of the Intranet and mobile applications, support for the e-office or e-Dean's office, as well as securing the University network against leakage of confidential data, will be the most important tasks for the IT Centre.

IT support requires a well-prepared IT staff. We would like to improve the qualifications of these specialists through additional training.

Harmonious implementation of the intended activities in the three sub-areas of internationalisation, promotion and development, will bring long-term benefits for the consolidation of the University's brand, its efficient management and security.

Strategic objectives

Top students recruited thanks to promotion and excellent reputation of MUW. Integration of the academic community through open and effective communication..

SWOT analysis

Strengths

- 1. Recognition in Poland and abroad.
 - 2. Well-developed cooperation in research.
 - 3. High-quality education.
 - 4. Established position as an academic exchange partner.
 - 5. Own social media with up-to-date content.
 - 6. Media outreach to a wide range of audiences.
 - 7. State-of-the-art IT infrastructure.
 - 8. Adaptation to remote teaching and working.
1. Insufficient exchange of information within the University.

Weaknesses

2. Unused potential of the University's achievements due to poor communication.
3. Insufficient information about MUW for potential candidates from abroad.
4. Low awareness of the existence and low ergonomics of the University's information channels.
5. Insufficient activities of the University in promoting its educational offer (limited budget).
6. Passivity of members of the academic community in disseminating information.
7. Poor identification of employees and students with the University.
8. Untapped potential of relations with alumni of MUW (no alumni program).
9. Analogue university: paper workflow, archiving and unsatisfactory data security, lack of data updates feeding IT systems.

Opportunities

1. Recruitment of foreign students from new geographic regions.
2. New programmes able to fund international exchange.
3. Remote teaching and “de-localisation” of jobs.
4. New Erasmus 2021-2027 project perspective.
5. More numerous and better qualified students thanks to the University's increasing international ranking and the demand for medical specialists.
6. Providing clinical classes in top hospitals (Newsweek ranking).

Threats

1. Growing importance of local universities teaching the same courses – public, as well as a growing number of private ones (the risk of creating no tuition fee studies at private universities).
2. Further restrictions due to the COVID-19 pandemic.
3. Unstable, frequently changing regulations.
4. Threat of cyber-attacks directed at MUW.
5. Risk of negative PR campaigns from rapidly growing competition.

SWOT summary

MUW has extensive didactic, scientific and clinical experience thanks to which it enjoys a good reputation in Poland and abroad. The modern IT infrastructure has been tested and upgraded during the pandemic. Despite this, a number of spheres of the University's operation are still carried out analogously, and employees do not fully utilize the digital capabilities of available IT solutions.

Additionally, an important issue is the growing risk of cyber-attacks and the resulting need to effectively protect sensitive data in network resources.

The weak identification of employees and students with the University is significant problem. Accordingly, we have planned a number of initiatives to promote MUW, its staff and the achievements of its graduates.

Operational Objectives in the Field of Promotion

1. **Development of internal communication in terms of:**
 - a. identification and prioritisation of information,
 - b. development of communication channels, e.g.: intranet, mobile applications, social media.
2. **Development of external communication in terms of:**
 - a. media relations,
 - b. social media presence,
 - c. other wide-ranging activities to promote the University.
3. **Promotion of the scientific and medical achievements of the Medical University of Warsaw, among others, through:**
 - a. scientific publications in leading journals,
 - b. popular science publications in mass media,
 - c. cooperation with business,
 - d. organisation of and participation in industry conferences.
4. **Developing cooperation with the alumni of MUW.**

Operational Objectives in the Field of Internationalisation

1. **Digitalization of the Erasmus+ programme service and implementation of the European Student Card Initiative.**
2. **Enhancing international cooperation through:**
 - a. projects with travel grants,

- b. joint doctoral dissertations carried out with prestigious European universities and institutes.
- 3. Staff development through international cooperation, staff exchange programmes, training trips and study visits of foreign scientists.**
- 4. MUW for foreigners:**
 - a. creation of new fields of study
 - b. doctoral school for foreigners
 - c. development of courses taught in English
 - d. recruitment of foreigners to study in Polish
- 5. Foreign exchange for teaching staff.**

**Operational Objectives
in the Field of the
Development of the
"Digital University"
Programme**

- 1. Software and application development:**
 - a. increasing the efficiency of using the existing IT infrastructure,
 - b. electronic workflow,
 - c. digital Registry and Archives,
 - d. planning of posts and salaries,
 - e. financial monitoring,
 - f. Erasmus Without Paper,
 - g. Intranet store.
- 2. Development of infrastructure:**
 - a. increasing internet bandwidth to 10Gbit/s,
 - b. purchasing of a device for archiving incoming and outgoing e-mail
- 3. Cyber security:**
 - a. security status analysis
 - b. implementation of a Data Loss Prevention (DLP) system.
 - c. purchase and replacement of existing network security and antiDDOS devices.

- d. increasing the security of critical IT infrastructure through the development of digital competencies of the University staff and the IT Centre team
- e. increasing the security of key IT infrastructure by introducing procedures for reporting and accounting for maintenance activities and redundancy of critical infrastructure.

4. Identification and continuous monitoring of the needs of the academic community in the context of IT:

- a. periodic analysis of the needs of University employees and students.
- b. developing and annually updating long-term plans for the development of digital competencies, software and IT infrastructure at the Medical University of Warsaw.

5. Providing comprehensive analytical tools to support learning and cooperation with the socio-economic environment:

- a. implementation and internal promotion of the University's Analytical Platform, consisting of a set of statistical and data visualization tools available to academic and administrative staff.
- b. improving the competence of University employees in the use of software offered by the Medical University of Warsaw.

Human resources and Organisation

Introduction

Human capital as the greatest value of the University

The British economist Alfred Marshall once wrote: "of all kinds of capital, the most valuable is that invested in human beings". The goal of the Medical University of Warsaw is to further develop the intellectual capital of its teaching, research, doctoral and non-academic staff. Achieving this goal will be possible by creating a coherent and transparent human resources management policy. Mechanisms will be developed to motivate employees to improve their skills and take initiatives and actions that coincide with the strategic directions of the University's development. A new system of employee evaluation combined with a system of remuneration and promotions will be introduced, while the existing system of rewarding the best will be improved.

In recent years, mainly due to a reduction in the attractiveness of salaries, there has been a noticeable decline in employment at the University. This has become particularly evident in the group of university teachers. Market analyses indicate that this trend is likely to continue for several more years.

In connection with the above, we can observe the formation of a "generation gap", related to the aging of research and teaching staff, which could inhibit the development of the University. The countermeasure will be to create an effective incentive system for academic staff and to develop clear rules for professional promotion.

We will develop solutions dedicated to academic and administrative staff to support continuous learning and enhance professional qualifications through participation in training and courses, located in Poland and abroad.

In order to improve organizational culture, mechanisms will be developed to increase the effectiveness of communication at the University between the administrative units and the academic staff.

Strategic Objectives

Modern management of human capital – developing staff qualifications and work culture

- Strengths** —————
1. Recognizable brand of the Medical University of Warsaw as a stable and solvent employer.
 2. Experienced research and teaching staff.

- Weaknesses** —————
1. Lack of consistent and transparent policies for human resource management and employee development.
 2. Ineffective and inconsistent incentive system.
 3. Failure to align the periodic appraisal system with employees' professional development needs.
 4. Organizational culture not conducive to developing cooperation and to promoting appropriate attitudes and behaviour.
 5. The increasing average age of employees with a concomitant lack of a succession plan.
 6. High personnel costs resulting from, among other things, provisions for unused leave and increasing overtime.

- Opportunities** —————
1. Increase in employees' mobility.
 2. Automation of HRM processes.
 3. Professional development of academic staff by increasing the number of people with postdoctoral and professorial degrees.
 4. Recruitment of the most talented university graduates.

- Threats** —————
1. Low financial appeal for young people.
 2. Declining attractiveness of research and teaching work at the University.
 3. Shortage of research and teaching staff.
 4. Variability in regulations governing the work of the University.
 5. "Generation gap" related to the aging of academic staff.
 6. Increasing number of competing private and state entities.

SWOT summary

To date, the lack of clear human resources management has resulted in inequalities in the system for compensating, incentivizing and promoting employees. Until 2019, all employees, both academic and administrative staff, reported to the Dean. Some departments to which the University allocated a larger budget provided higher salaries and better conditions for training and academic development. As a result, such a policy led to inequality within the University and sometimes significant pay disparity in identical positions. Significantly, the University does not have a Human Resources (HR) department, which should be responsible for human resources management, but rather an Office for Personnel Affairs, which, given the scope of its tasks, should be handling personnel matters, not human resources management.

In response to the analysis, detailed operational objectives have been prepared, which will be developed and implemented by the units responsible for Human Resources and Organisation.

Operational Objectives

1. **Streamlining personnel policies:**
 - a. introducing transparent recruitment procedures and conditions of employment.
 - b. modifying the system of hiring non-teaching staff to strengthen the University's strategic activities.
 - c. continuous monitoring of the University's staffing needs to optimize hiring and ensure effective operation of units.
 - d. digitization of processes related to human resources management, which will enable us to construct mechanisms that prevent the development of excessive bureaucracy.
2. **Strengthening and optimizing human resources:**
 - a. optimising the ratio of non-teaching staff to academic staff,
 - b. hiring researchers for research projects funded by external sources and selecting the best for permanent employment at the University,

- 3. Creating conditions for the development of human capital:**
 - a. modification of the system of remuneration and reward of employees, striving to introduce a system of remuneration dependent on the quality of work (pro-quality system) and linked to the system of periodic evaluation,
 - b. developing and implementing a system of employee evaluations and rules for analysing the results,
 - c. creating systematic mechanisms for retraining employees whose current roles are not aligned with new tasks,
 - d. introducing comprehensive solutions for upgrading the professional skills of employees of all categories, creating an effective system of employee training,
 - e. strengthening the competence and role of the University's staff management through individual support in their professional development,
 - f. introducing a system of mandatory training for young employees, allowing them to acquire and develop the skills necessary for conducting research and teaching.

- 4. Improvement of organizational culture:**
 - a. building effective communication.
 - b. developing rules for cooperation and introducing periodic meetings.
 - c. improving the skills related to chairing meetings and discussion.

Chancellor

Introduction

Significant and frequent changes occurring in the micro- and macroeconomic environment require from us ever greater professionalism, effectiveness and specialisation. The challenges described in the Strategy require from the Chancellor area the reconciliation of various needs of every unit with a simultaneous maximising of benefits for the whole University.

While considering the University in its Chancellor area, we see an organisation which prioritizes people who create, develop and construct it in the coming years.

Effective management of such a substantial organisation, which is based on external funding such as ministerial subsidies, participation in scientific, research and developmental projects, and other sources of funding, including the economic potential of its own resources, requires from all of us effective solutions and clear rules of cooperation.

The planning and verification of assumptions during the work on projects and the analysis of outcomes via transparent reporting as well as the creation of information crucial for decision-making are indispensable and effective tools that support the staff in the realization of its goals.

Challenges ahead of us in the form of new investments will assuredly raise the standing of the University and contribute to the increasing number of graduates achieving success in professional work. The modern educational and scientific base is also an effective means of attracting a broad group of the best scientists, researchers, students and administrative staff.

The premises of the University require not only maintenance and repair work but also benefit-oriented management. The benefits are going to be reinvested in further projects. It is going to be a challenge to conduct several complex investments simultaneously, especially the construction of the Centre for Medical Simulations, thermal modernisation and repair of the building of the Rectorate, which, within the scope of teaching logistics and the diversification of funding sources, have to be conducted without a significant deterioration of conditions for our employees and students.

Strategic objective

An effective and flexible management model along with the budget and cost discipline for the necessary support and development of the the University's key areas

SWOT analysis

Strengths

1. Diverse building infrastructure
2. The University's strong brand
3. Modern equipment and technical infrastructure
4. Numerous grants, scientific and research projects thanks to the University's academic staff

Weaknesses

1. Uncompetitive salaries
2. The necessity of finding staff with skills adapted to new challenges
3. Insufficient support for scientific and research projects with regard to administrative services
4. Lack of effective tools and methodology of assessing the effectiveness of investments
5. A management and budgeting information system which does not support decision-making processes
6. Low effectiveness of the exploitation of the premises and teaching infrastructure
7. Significant financial burden and limitation of the potential of the University's development in the case of financial problems of hospitals and their dependent companies

Opportunities

1. Market demand for educating students of medicine, nursing and other medical professions
2. The National Reconstruction Plan as a source of funding
3. National programmes for hospital development – a source of funding
4. Low interest rates as an external source of funding activity and investments
5. COVID-19 – online/hybrid work – lack of the need for expanding building infrastructure – lower costs of functioning

Threats

1. Unstable regulatory environment (especially with regard to hospitals)
2. Dependence of the University on administrative consents and decisions with regard to strategic developmental topics
3. Increasing formal demands, documentation demands and labour-intensity (public commissions)
4. COVID-19 – lower work effectiveness, longer administrative procedures, longer wait times for purchases, investments and other items
5. COVID-19 – online/hybrid work, the necessity to expand computer infrastructure

SWOT summary

A stable financial condition is an encouragement for planning investments and further development of the University. On the other hand, taking into account the diverse building infrastructure, changing expectations and needs of teaching and scientific areas, it is necessary to perform detailed analysis of requirements and potential.

This will require enhancing staff skills as well as preparing and implementing modern controlling methodologies and tools.

Detailed initiatives in this area have been described in the operational goals of the Chancellor area.

Operational Objectives

1. **Effective planning – a new budgeting model:**
 - a. Operational cooperation between Controlling and the heads of units (process) at the budget and report stage – Finance Business Partner
 - b. Bottom-up budgeting through defining limits for units – process owners – head of the unit
 - c. Process of budget defence and accountability for its execution
2. **Budget-related reporting:**
 - a. A new model of communicating and data validation
 - b. Introduction of a new model of information flow in the area of plan realisation with organisational units

- c. Implementation of ratio analysis
- d. Preparing the process of cooperation between Controlling and heads of units at the stage of budget and report preparation

3. Premises management policy and strategy:

- a. Usable areas and their effective use
- b. Repairs, modernisation, maintenance
- c. Investments
- d. Sale/lease

4. Safety:

- a. Preparing policy and rules
- b. Enhancing the effectiveness and standardising insurance management
- c. Infrastructure and resources (protection)
- d. Energy safety, fire safety and others

5. Public commissions and projects – process support:

- a. The process of data acquisition for the plan of public commissions at the budgeting stage
- b. Periodic plan changes via a flexible approach to planning
- c. Effective resource use – enhancing tools for process automation

6. Operational cooperation associated with computerisation, digitisation and delocalisation of work- and learning places:

- a. Effective use of technical resources
- b. Thoughtful implementation policy for IT tools

Implementation and Monitoring of the Strategy

The purpose of the document “MUW Strategy for the years 2020 - 2024” is to delineate the direction of development, define principles and values, prioritise objectives, and outline the subsequent stages in the planning and implementation process.

The formal endorsement of the development directions as set out in this document will constitute the beginning of the planning and implementation stages. This will include the establishment of organisational structures to manage and monitor the progress of implementing the Strategy, the preparation of a detailed implementation plan in the form of MUW 2020-2024 Programme, the selection of methodologies and tools to measure the progress of work, as well as the development of project fiches. Furthermore, it involves the process of estimating and allocating budgets in line with the established priorities of planned activities.

Strategic and Operational Objectives will be delegated to organisational units and designated leaders. They will be tasked with developing project fiches, planning implementation and execution.

The planning and monitoring phase will include using the methodology of a balance scorecard, which will translate the Vision and Strategy into goals and performance measures, presenting them from different perspectives which are strategically important for the University. Quantitative and qualitative monitoring of the implementation of the Strategy will make it possible to periodically determine progress and to correct deviations from the plan on an ongoing basis. The effects of the work and the directions of development will be evaluated and updated in the form of a report on the implementation of the Strategy.

Similarly as during the creation of the document “MUW for the years 2020-2024”, we very much count on further involvement and support of the entire University academic community. We are invariably open to dialogue, ideas and initiatives that will bring us closer to achieving the Objectives outlined in the Strategy. Hence, it is crucial for us to effectively convey the new Strategy to the entire University academic community. Following the approval of this document, we will develop and announce a comprehensive plan for communicating and implementing the Strategy.

