



University
of Economics
in Katowice

The Development Strategy

of the University of Economics
in Katowice 2018–2025

Update of the document adopted by the Senate of the University of Economics in Katowice in March 2018 only in terms of ensuring consistency of naming and provisions of the mission, priorities, strategic objectives, undertakings with the Strategic Plan of the University for the years 2021–2025

Document adopted by the Senate of the University of Economics in Katowice on 1 July 2021.
The document contains the normative part of the Strategy.

Katowice, 1 July 2021

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Excellence

Cooperation

VALUES

Commitment

Sensitivity

Innovation

Openness

1.

**The vision
of the
development**
UE Katowice do 2025 roku

The vision of the development of the UE Katowice was formulated based on the workshops with the academic community within the following groups: students, doctoral students, teaching/research assistants, associate professors, administration, and representatives of the business sector and public institutions.

Based on the axiological analysis, it can be stated that the development of the UE Katowice should be pursued in accordance with the following groups of postulated values:

- / **strengthening the University's status** both in Southern Poland and in the so-called "big five" of major economics universities in the country, i.e. the Warsaw School of Economics and the Universities of Economics in Poznań, Kraków and Wrocław,
- / **modernizing and structuring the University's study offer**, including wider cooperation in the field of teaching with business practice, profiling teaching towards a business university using modern teaching tools,
- / **focusing scientific research on selected areas**, scientific specializations that have the potential to take the lead in the country and stand out abroad,
- / **internationalizing the study offer and scientific research activity**, including openness to students and lecturers from abroad,
- / **initiating expert and teaching cooperation** with the business sector and public institutions,
- / **creating a good working and studying environment**, attracting active students, ensuring cooperation between staff – students – doctoral students,
- / **ensuring effective organizational support** in teaching, research and expert processes, including career paths combined with incentive schemes,
- / **modernizing the infrastructure**, in particular through effective access to the knowledge base and ICT solutions.

The proposed values of the vision of development of the UE Katowice are presented in **Figure 1**.



Figure 1. The proposed values creating the vision of the development of the UE Katowicee

A vision can be understood as any judgment about the future, presenting the philosophy, the concept of the development of a given entity, originating in shared values as to the desired state of reality.

The vision of the development of the UE Katowice contains key values stemming from the expectations of the groups participating in the creation process of the Strategy, i.e. students, doctoral students, research and teaching staff, administration and the University Authorities, and defining the desired effect of implementation actions

The vision of the development of the Katowice EU requires a wider perspective on the University, not only through the prism of its basic activities related to teaching and research activity, but as a place of ideas, concepts, knowledge and experience in the field of economic sciences in an important socio-economic metropolitan area both in Poland and in Central Europe. Considering the values postulated, the vision of the development of the UE Katowice is defined as follows:

The University of Economics in Katowice is the hub of student, academic and business life and its integrated academic community open to cooperation with the environment creates and disseminates economic and managerial knowledge towards strengthening the scientific, teaching and expert position of the university in the region, the country and abroad.

The Mission of the University reads in terms of the University's role in its environment and states as follows:

The University of Economics in Katowice has a responsibility to conduct relevant research and business-oriented education to provide top professionals in the field of economics, management, finance, logistics, administration, as well as IT and communication. As an academic community, we identify ourselves with the dynamically developing region and beyond. We offer lifelong learning opportunities in order to support entrepreneurship, business and the public sector. The University is open to international and expert cooperation. We create a community based on shared values and trust, enable equal opportunities and counteract all forms of exclusion.

2.

**Priorities and
goals of the
development
of the UE Katowice**

The priorities of the development of the UE Katowice result from the values proposed in the vision and signify the most important areas for the concentration of activity and resources of the University's academic community.

The following priorities are distinguished:

- / **domain priorities**, which relate to the core domains of the UE Katowice's activity, i.e. teaching and research. In addition, another priority is given to building relations and the networking of relations with the University's environment.
- / **horizontal priorities**, the thematic scope of which is directly related to the scope of all domain priorities. The horizontal priorities indicate the need to concentrate activities and resources on activities related to management, internationalization and social responsibility of the UE Katowice.

To emphasize the subjective dimension of the Strategy, particular priorities were assigned to certain groups of academic communities and to the University's partners who are relevant to particular priorities.

The domain priority **P1. Teaching – Students and Lecturers** indicates the need to concentrate resources and activities of the UE Katowice academic community on four strategic goals: implementing modern teaching methods, working towards the individualized student development path, developing business-oriented programs and specializations, and ensuring the high quality and effectiveness of teaching processes.

The domain priority **P2. Research – Researchers** places emphasis on the implementation of three strategic goals related to: concentrating scientific and research activity on the areas distinctive on a national scale and gaining international status, creating new conditions for the development of key academic specializations of the University, disseminating the results of research conducted in the UE Katowice in an effective manner.

The domain priority **P3. Relations with the environment – Business and institutional partners, Experts** involves the necessity to adopt two strategic goals. One refers to activities that strengthen the value of the University's relational capital, while the other emphasizes the importance of implementing joint projects with partners from the University's environment.

The horizontal priority **PH1. Internationalization – Foreign partners** defines hori-

zonal goals related to: international research project networks and the internationalization of the study offer of the UE Katowice. Both goals within this priority, due to their horizontal nature, refer simultaneously to relevant domain priorities, i.e. teaching, scientific research and relations with the environment.

The horizontal priority **PH2. Management efficiency – Administration** determines the efficiency and effectiveness of implementing the provisions of the other priorities. The efficiency of management is accompanied by horizontal goals including: the introduction of new career paths in the UE Katowice, the creation of friendly public spaces on both university campuses, increased university's recognizability in the environment and the integration and high standards of management processes at the UE Katowice.

The horizontal priority **PH3. Social responsibility of the University** relates to the values stemming from the sensitivity of the academic community to contemporary challenges related to the development of science and teaching, as well as the needs of the natural environment. The priority is implemented through objectives related to the creation of an ethical University, socially engaged and working towards sustainable development.

The relationships between the domain and horizontal priorities with the corresponding strategic and horizontal objectives are presented in [Figure 2](#).

Figure 2. The domain and horizontal priorities of the UE Katowice's Strategy with strategic and horizontal goals



3.

Development initiatives

Development initiatives are defined as sets of tasks that provide a description of the measures undertaken to pursue strategic and horizontal goals. The implementation plans, formulated in this way and translating into the execution of the Strategy, require adequate steps aiming to specify development initiatives, i.e. their concretization, including the allocation of means and task forces. The development initiatives presented below are the results of the second round of workshops conducted with the UE Katowice academic community, i.e. students, doctoral students, teaching/research assistants and associate professors, independent employees and the administration.

The development initiatives for the domain priority **P1. Teaching – Students and Lecturers** are presented in **Table 1**.

Table 1. Goals and development initiatives for the domain priority P1. Teaching – Students and Lecturers

Strategic goals	Development initiatives
C1.1. Modern teaching offer	PR 1.1.1. Modern teaching: verification of the curricula of the first and second cycle studies with the aim of implementing practically oriented classes and informal learning: meetings, study visits outside campuses, e.g. in a technology park, in companies and institutions, cooperation with students from other universities
	PR 1.1.2. E-learning and ITC tools: pilot distant classes using ICT tools in the field of e-/m-learning, as well as the use of basic and specialized software, including: Excel, Autocad, Matlab, Outlook, SPSS, MS Project
	PR 1.1.3. Modern and innovative teaching methods: verification of the curricula of all the study programs and specializations in the context of the dissemination of modern teaching methods and techniques
C1.2. Individualized Student development paths	PR 1.2.1. Mentoring, tutoring, coaching as part of the student educational path throughout the entire study cycle, i.e. developing and improving the system of shaping the student development path: "from the candidate to the graduate to <i>long life learning</i> "
	PR 1.2.2. Support for extra-curricular student activity: new rules for the support provided by the UE Katowice to student projects / events implemented by student research clubs and student organizations in the their scientific, cultural, sport, and social activities
	PR 1.2.3. Domain scholarships – policy development for awarding scholarships for individual achievements in science, culture, sport, involvement in student organizations

C1.3. Business-oriented study programs	PR 1.3.1. Monitoring of educational needs of the labor market – regular consultations of the study offer with the business sector and public institutions
	PR 1.3.2. Industry-specific dedicated study programs and specializations , including post-graduate studies – verification of the curricula with the aim of creating joint study programs with business, public institutions, including customized study programs and specializations
	PR 1.3.3. Work placement and internship programs – the development of a placement and internship model based on regular cooperation with the business sector (leading companies) and public institutions accompanied by the development/update of the database of "patron" companies/institutions
	PR 1.3.4. Flagship post-graduate study offer for managers from Central Europe – cf. the domain priority P3. Relations with the environment, objective C3.2.
C1.4. High quality and effectiveness of teaching processes	PR 1.4.1. Regular evaluation of the University's study offer , including the review whether it is timely, popular, cost-effective and responsive to the trends for change, and preparing corresponding recommendations
	PR 1.4.2. Standardization of the teaching quality assurance system: uniform student service procedures, standards of conduct, examination and course completion methods, training for teachers conducting classes and for students
	PR 1.4.3. Higher admission thresholds – setting higher admission thresholds for particular study programs

The development initiatives for the domain priority **P2. Research – Researchers** are presented in **Table 2**.

Table 2. Goals and development initiatives for the domain priority P2. Research – Researchers

Strategic goals	Development initiatives
C2.1. Concentration of scientific and research activity	PR 2.1.1. Research Strategy – evaluation of the scope, significance and reach of current research conducted at the University, including identification of key scientific specializations (KSN) of the UE Katowice, which hold internationalization potential (see: PR2.2.1.)
	PR 2.1.2. Current research trends – international-scale monitoring of the current research trends in economics, management and related fields, identification of funding opportunities for research projects and desirable partners for scientific and research cooperation

<p>C2.2. New conditions for the development of key scientific specializations</p>	<p>PR 2.2.1. Key scientific specializations: "UE Katowice Centers of Scientific Excellence" – organizational and financial support of inter-departmental and inter-faculty scientific teams as well as inter-university networks conducting research activities and projects with a high degree of internationalization as part of the University's key scientific specializations</p>
	<p>PR 2.2.2. Incubation of the "UE Katowice Centers of Scientific Excellence" – determination of the organizational and financial conditions and evaluation criteria for new "UE Katowice Centers of Scientific Excellence" based on actions and projects with the potential to establish inter-departmental, inter-faculty, and inter-university cooperation (networking with high potential for the internationalization of research results)</p>
<p>C2.3. Dissemination of research results</p>	<p>PR 2.3.1. Science platform – a program of seminars, conferences and congresses, of local, national and international scale, conducted with the support of scientific institutions, local business, and the public sector</p>
	<p>PR 2.3.2. Open access to all scientific publications released by the University's Publishing House</p>
	<p>PR 2.2.3. High-quality and prestigious UE Katowice journals – providing organizational and financial conditions for increased citation rates of UE Katowice journals, a fully-fledged online publishing process</p>
	<p>PR 2.3.4. Digitization and online access of CINIbA collections, user-friendly space allowing access to knowledge resources, i.e. Library in CNTI – for the academic community on the Bogucicka and Adamskiego campuses</p>

The development initiatives for the domain priority **P3. Relations with the environment – Business and institutional partners, Experts** are presented in **Table 3**.

Table 3. Goals and development initiatives for the domain priority P3. Relations with the environment – Business and institutional partners, Experts

Strategic goals	Development initiatives
<p>C3.1. Strengthening of the UE Katowice relational capital</p>	<p>PR 3.1.1. Developing the relational capital of the University: UE Katowice – business – public sector – scientific and professional institutions and associations for the development and promotion of the university. The initiative involves: participation of the representatives of the UE Katowice in opinion-forming bodies, institutions and scientific committees, participation in events organized by entities in the university's environment, creation of inter-institutional task forces for the implementation of development initiatives, inviting the representatives from the university's environment to events and lectures organized by the UE Katowice, developing a network of contacts. The initiative also involves organizing regular meetings with business, public institutions, scientific institutions and associations for creating development paths for the UE Katowice, raising funds for research, stimulating cooperation, identifying mutual needs, including implementation of scientific, research-expert and teaching projects.</p>

<p>C3.1. Strengthening of the UE Katowice relational capital</p>	<p>PR 3.1.2. Monitoring and identifying the needs of business and administrative environment – created on the basis of PR 3.1.1. <i>Developing the relational capital of the University</i>; supporting the implementation of initiatives falling under: PR 1.3.1. <i>Monitoring of educational needs of the labor market</i>; PR 1.3.2. <i>Industry-specific dedicated study programs and specializations, including post-graduate studies</i>; PR 1.3.3. <i>Work placement and internship programs</i>.</p>
<p>C3.2. Significant projects with the partners from the UE Katowice environment</p>	<p>PR 3.2.1. Industry-specific dedicated study programs and specializations of post-graduate studies, trainings and courses – see: goals and development initiatives under the priority P1. Teaching</p>
	<p>PR 3.2.2. Research, expertise and consulting projects for business, public institutions and industry associations</p>
	<p>PR 3.2.4. Leaders of cooperation – development of the communication model between the UE Katowice and its environment, including terms of cooperation, scope of patronage, review of existing agreements, maintaining relations</p>

The development initiatives for the horizontal priority **PH1. Internationalization – Foreign partners** are presented in **Table 4**.

Table 4. Goals and development initiatives for the horizontal priority PH1. Internationalization – Foreign partners

Strategic goals	Development initiatives
<p>CH1.1. International networks and research, teaching and expertise projects</p>	<p>PRH 1.1.1. Strategy of internationalization of the UE Katowice – identification of strategic goals and development initiatives in the field of internationalization of the University</p>
	<p>PRH 1.1.2. Leaders of international cooperation – appointment of coordinators responsible for maintaining active contacts with foreign partners</p>
	<p>PRH 1.1.3. Support for long-term international mobility of the faculty members (academic trainings, research fellowships), including financial and organizational assistance related to the stay abroad with a family</p>
	<p>PRH 1.1.4. New agreements on research, teaching and business cooperation with leading universities in the world (verification of partners based on university rankings, including review of the current cooperation agreements) and international companies</p>
	<p>PRH 1.1.5. Participation in prominent international scientific institutions and networks of institutions</p>
	<p>PRH 1.1.6. International research, teaching and business projects – initiatives pursued under PR 2.2.1. <i>Key scientific specializations: "UE Katowice Centers of Scientific Excellence"</i> and PR 2.2.2. <i>Incubation of the "UE Katowice Centers of Scientific Excellence"</i></p>

CH1.2. International study offer	PRH 1.2.1. New study programs, including joint programs, in English – expanding and updating the study offer in the international context
	PRH 1.2.2. Support for international mobility of students and doctoral students (ERASMUS +, CEEPUS), including: greater flexibility in recognition of subjects studied abroad and better language preparation for students leaving to study abroad
	PRH 1.2.3. Support for short-term staff mobility (ERASMUS +, CEEPUS), including financial and organizational support, e.g. modular teaching schedule at the university, eliminating the need to reschedule classes because of the mobility
	PRH 1.2.4. International accreditations of study programs – obtaining international accreditations of study programs with the aim of raising their status and international recognition
CH1.3. Internationalization culture	PRH 1.3.1. Modern internationalization infrastructure – creating facilities friendly for foreigners visiting the University
	PRH 1.3.2. Improved language communication: University administration – students/doctoral students/foreign teachers – solutions facilitating foreigners' stay at the University and efficient communication with the staff
	PRH 1.3.3. Internationalization of the University's academic community regular meetings, discussions with foreign students and lecturers
	PRH 1.3.4. Access to and dissemination of information on the internationalization of the University's activities – promoting activities related to internationalization and facilitating the use of the University's resources by foreigners

The development initiatives for the horizontal priority **PH2. Management efficiency – Administration** are presented in **Table 5**.

Table 5. Goals and development initiatives for the horizontal priority PH2. Management efficiency – Administration

Strategic goals	Development initiatives
CH2.1. New career paths	PRH 2.1.1. New models of academic activity: (1) research, (2) teaching, (3) expertise-business – adoption of new forms of employment (including the possibility of combining them), appraisal and motivation for the University's staff members, including update of the intellectual property regulations
	PRH 2.1.2. Career path for senior researchers at the UE Katowice: MIS-TRZ (SENIOR ACADEMIC) – determination of organizational and financial conditions, minimum number of publications, citation rate, system of promotions, establishment of research teams and supervision over doctoral students

CH2.1. New career paths	PRH 2.1.3. Career path for teaching/research assistants, associate professors, and doctoral students at the UE Katowice: UCZEŃ (JUNIOR ACADEMIC) – determination of organizational and financial conditions, desired professional profile, minimum of publications, citation rate, training and promotion system
	PRH 2.1.4. Career path for teaching staff at the UE Katowice: WYKŁADOWCA (LECTURER) – determination of organizational and financial conditions, desired professional profile, teaching quota, training and promotion system
	PRH 2.1.5. Career path for experts at the UE Katowice: EKSPERT (EXPERT) – determination of organizational and financial conditions, desired professional profile, minimum of expert projects, training and promotion system
	PRH 2.1.6. Career path for administrative employees at the UE Katowice: DYREKTOR/KIEROWNIK/SPECJALISTA/REFERENT (DIRECTOR/MANAGER/ /SPECIALIST/CLERK) – determination of organizational and financial conditions, desired professional profile, training and promotion system
CH2.2. Friendly public spaces	PRH 2.2.1. Katowice – Bogucicka campus – creating flagship, friendly public space within the UE Katowice facilities located in Bogucicka street
	PRH 2.2.2. Katowice – Adamskiego Campus – creating flagship, friendly public space in cooperation with the Academy of Fine Arts in Adamskiego and Koszarowa streets.
	PRH 2.2.3. Rybnik Campus – launching projects to further increase the attractiveness of the public space at the campus in cooperation with the City of Rybnik
CH2.3. High recognizability of the UE Katowice in the environment	PRH 2.3.1. UE Katowice in the mass media: organizational solutions aiming to increase the presence of the University's staff members in the press and on television
	PRH 2.3.2. UE Katowice in social media – University's active presence in social media, including virtual communities, with the use of mobile applications; development of standards for the presence of the university staff in social media (<i>Social Media Policy</i>)
	PRH 2.3.3. USP of the UE Katowice: the development of an attractive and distinct USP of the UE Katowice based on the elements related to the priorities of the Strategy, i.e.: Teaching – Science – Cooperation – Internationalization
CH2.4. Integration and high standards of management processes	PRH 2.4.1. Standards of work in teaching, research and administration at the UE Katowice: development/review of the regulations for office hours, conducting lectures and classes, forms of address to students, relations between academic staff, experts and administration
	PRH 2.4.2. Modular teaching system – introduction of solutions in creating intensive modules of courses concentrated in time

CH2.4. Integration and high standards of management processes	PRH 2.4.3. Integration of the University employees – development of a series of joint events integrating the UE Katowice academic community (academic staff, experts, teaching staff, administration, students, doctoral students, graduates, representatives of the environment)
	PRH 2.4.4. Efficient internationalization – provision of adequate ICT solutions for international mobility and language support, including: English classes, office hours and conversations for interested staff members, as well as the support of a native speaker in the translation of documents and information related to the UE Katowice
	PRH 2.4.5. Teaching process support – modern, professional student and staff support for teaching processes, internationalization, personal development, career paths, choice of a supervisor/mentor
	PRH 2.4.6. Support for research projects – modern, professional services for academic staff involving assistance in the preparation, implementation and financial management of research projects including: meetings, workshops providing information on calls for proposals, funding opportunities, potential partners for research cooperation, standard costs of research projects – a specialized research project management office
	PRH 2.4.7. Hardware and software upgrades along with periodic replacements in classrooms, computer laboratories, as well as offices providing services for administrative, teaching, expert and scientific processes at the UE Katowice

The development initiatives for the horizontal priority **PH3. Social responsibility** are presented in **Table 6**.

Table 6. Goals and development initiatives for the horizontal priority PH3. Social responsibility

Strategic goals	Development initiatives
CH3.1. Ethical University	PRH3.1.1. Involvement of internal stakeholders in implementation of the strategy for the Socially Responsible University – strengthening and updating the teaching and training offer in the field of social responsibility
	PRH3.1.2. Building the reputation of a Socially Responsible University – updating internal regulations with academic values and principles of social responsibility, and supporting activities promoting transparency, equality, diversity, and respect for human rights
CH3.2. Socially engaged University	PRH3.2.1. Cooperation between the University and its stakeholders – open dialogue and actions aimed at engaging external stakeholders in interaction with UE Katowice and in pro-social activities
	PRH3.2.2. Implementation of research projects related to social responsibility – motivating and supporting academic staff at UE Katowice to increase their publishing activity and to conduct and implement research projects related to social responsibility

CH3.3. University for sustainable development	PRH3.3.1. Building the reputation of an institution developing in a sustainable manner – initiating and supporting activities (organizational, investment) aimed at improving the quality of the natural environment
	PRH3.3.2. Implementation of projects related to the quality of life, health and safety of the academic community – creating opportunities for development and improvement of the quality of life of the staff, students and doctoral students of UE Katowice

4.

**Assumptions
concerning the
implementation
of the Develop-
ment Strategy
of the UE Katowice**

Assumptions concerning specific measures involved in implementation initiatives

The completion of the implementation initiatives included in the Strategy requires their specification and, in the next step, the efficient coordination of implementation actions. Taking the above into consideration, the implementation of the Strategy assumes the following actions to be taken:

- / **Strategy Implementation Coordinator** – appointment of a person/team planning and coordinating work on the specification of the development initiatives and then its execution and scheduling¹,
- / appointment of **Task Teams for the specification and execution of development initiatives defined in the Strategy** – appointment of interdisciplinary teams (academic staff, administrative staff, representatives of the business sector and public institutions) responsible for the specification (including structuring) and supervision over the execution of the development initiatives,
- / ensuring **technical and financial conditions** related to the execution of the particular development initiatives in accordance with the adopted timeframe,
- / determination of the **organizational conditions** related to the execution of the Strategy and development initiatives, for example: defining the role of faculties, departments and other organizational units in the execution process, providing the information system, creating incentive schemes².

Assumptions concerning monitoring and evaluation

In terms of monitoring, it is proposed to prepare annual reports on the execution of particular development initiatives included in the *Strategy*. The task teams responsible for the specification and execution of the development initiatives will be in charge of preparing general information. The Strategy Implementation Coordinator will be responsible for coordinating their work, i.e. preparing an annual report³.

¹ The position of Strategy Implementation Coordinator was established in November 2020.

² The initial technical, financial and organizational conditions were defined in the University's Strategic Plan for 2021–2025 adopted by the Senate of the University of Economics in Katowice on 1 July 2021.

³ The first monitoring report, i.e. the Strategy Implementation Report, was prepared at the beginning of 2021 – it covered the years 2018–2020. In subsequent years, it is assumed that monitoring reports will be prepared annually in accordance with the provisions of the University's Strategic Plan 2021–2025.

In terms of evaluation, it is proposed to prepare two reports assessing the progress in the execution of development initiatives in 2021 (*mid-term* evaluation) and 2026 (*ex-post* evaluation). Evaluation should be conducted based on the information compiled in annual reports on the execution of particular development initiatives, as well as on the basis of workshops with the UE Katowice academic community (*focus group interviews*). The criteria significant from the point of view of evaluation will refer to: progress assessment, the effective achievement of goals and their relevance. Conclusions stemming from evaluation reports will be recorded as recommendations.

Assumptions concerning the promotion of the *Strategy*

The prerequisite for the successful implementation of the *Strategy* requires that its main provisions are known by the academic community of the UE Katowice and its key partners in the environment. It is essential that the main provisions of the strategy (vision, priorities, development initiatives) are presented in a clear and graphically attractive form on paper and in electronic media (including their availability on the UE Katowice website).

Promotional activities inside the university should include information meetings presenting the main provisions of the *Strategy* in the groups involved in its preparation, i.e. students, doctoral students, teaching/research assistants, associate professors, senior academics, administration and representatives of business and public institutions.

Reference materials

- / Evaluation questionnaires of the units of the University of Economics in Katowice in the years 2013–2016
- / The Bureau of Education based on information provided by the Dean's Offices – data concerning the number of students
- / <http://www.perspektywy.pl/RSW2016/ranking-uczelnia-akademickich>
- / <http://www.wvu.edu/bseervices/index.shtml>
- / <https://international.univie.ac.at/en/incoming-students/erasmus/around-the-university/it-services/>
- / <https://www.concordia.ca/it/services.html#alpha-list>
- / <https://www.strath.ac.uk/professionalservices/it/>
- / <https://www.ue.katowice.pl/index.php?id=3446>
- / <https://www.ue.katowice.pl/biznes.html?tm=1>
- / <https://www.ue.katowice.pl/index.php?id=12860> (Graduates career paths)
- / <https://www.ue.katowice.pl/index.php?id=3448>
- / <https://www.ue.katowice.pl/jednostki/biuro-wspolpracy-miedzynarodowej/projekty-miedzynarodowe.html>
- / <https://www.ue.katowice.pl/jednostki/cbitw/badania/nasi-klienci.html>
- / https://www.ue.katowice.pl/kandydaci/oferta-edukacyjna/studia-ii-stopnia.html?utm_source=kandydaci&utm_medium=link
- / https://www.ue.katowice.pl/kandydaci/oferta-edukacyjna/studia-i-stopnia.html?utm_source=kandydaci&utm_medium=link
- / <https://www.ue.katowice.pl/uczelnia/wspolpraca-miedzynarodowa/partnerzy-zagraniczni.html>
- / *The report from the strategic workshops – series I: diagnosis – challenges to growth. UE Katowice, 25.09.2017*
- / *The report from the strategic workshops – series II: elements of vision – priorities – initiatives. UE Katowice, 15.12.2017*
- / The annual activity report of the Bureau of International Cooperation, the University of Economics in Katowice. The reporting period (1.09.2016–31.08.2017, as of 30.06.2017)
- / The POLON system

- / The Faculty of Management, the Faculty of Economics, the Faculty of Finance and Insurance, the Faculty of Informatics and Communication – data on the number of doctoral students
- / The results of the parametrization of the units of University of Economics in Katowice for the years 2013–2016

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Appendix No. 1. Methodological team – Senate Task Force for the UE Katowice Strategy Update (2017–2018)

Members:

- / **Prof. Józef Biolik, Ph.D.**
member
- / **Prof. Adam Drobniak, Ph.D.**
chairman
- / **Prof. Tomasz Ingram, Ph.D.**
member
- / **Tomasz Papaj, Ph.D.**
member
- / **Prof. Tomasz Wachowicz, Ph.D.**
member
- / **Prof. Ewa Ziemba, Ph.D.**
member
- / **Rober Życiński. Ph.D., Eng.**
member (Chancellor of UE Katowice)

Appendix No. 2. Members of the Steering Committee for the UE Katowice Strategy Implementation – responsible for the consistency of provisions of the UE Katowice Strategy and Strategic Plan (February–June 2021)

- / **Prof. Celina M. Olszak, Ph.D., D.Sc.**
Rector of the University, chairman of the Steering Committee for the Implementation of the Strategy of UE Katowice
- / **Prof. Maciej Nowak, Ph.D.**
Vice-Rector for Science and Academic Staff Development
- / **Prof. Sławomir Smyczek, Ph.D.**
Vice-Rector for Education and International Relations
- / **Prof. Rober Wolny, Ph.D.**
Vice-Rector for Development and Cooperation with External Environment
- / **Paweł Kadłubiak**
Chancellor
- / **Prof. Adam Drobniak, Ph.D.**
UE Katowice Development Strategy Implementation Coordinator

Appendix No. 3. Information on the consultations – strategic workshops with the UE Katowice academic community and representatives of business and public institutions (2017–2018)

Consultations – strategic workshops with the UE Katowice academic community and representatives of the business sector and public institutions in connection with the work on the UE Katowice Development Strategy were carried out as two series of meetings.

The first series of the strategic workshops related to the update of the *Development Strategy of the University of Economics in Katowice* was carried out in room 5/15 CNTI in the period from June 29 to July 13, 2017.

The purpose of the meetings was to identify the basic elements of the updated *Development Strategy of the UE Katowice* related to the University's strengths and weaknesses as well as the challenges to its development. The meetings were conducted in 6 groups, i.e. senior academics, teaching/research assistants and associate professors, administration employees, students, doctoral students, representatives of the business sector and local government units. In total, over 120 people participated in the first round of the workshops. The workshops were conducted using the FGI method. Adam Drobniak, Tomasz Ingram, and Tomasz Papaj acted as moderators. The transcript of the answers provided by the participants is included in the *Report from the strategic workshops – Series I: Diagnosis – Challenges to growth. UE Katowice, 25.09.2017.*

The second series of the strategic workshops related to the update of the *Development Strategy of the University of Economics in Katowice* was carried out in room 5/15 CNTI in the period from September 25 to November 27, 2017.

The purpose of the meetings was to define the next components of the updated *Development Strategy of the UE Katowice* related to the elements of vision, priorities, actions – initiatives. The meetings were conducted in 5 groups, i.e. senior academics, teaching/research assistants and associate professors, administration employees, students, doctoral students. Compared to the first series of strategic workshops related to the diagnosis of the UE Katowice, the second round of meetings did not include a strategic workshop with the representatives of the business sector and local government units. It was assumed that the question referring to the expectations of the business sector and local government units moderated during the first series of meetings allowed for the identification of the most

important values that, in the opinion of both sectors, the University should take into consideration during the creation of the development vision and priorities. In addition, the representatives of the business sector and local government units are interested in developing more detailed solutions and projects, which should take place in the further stages of, i.e. after formulating the vision, priorities and actions of the Strategy, i.e. in the process of its implementation. In total, 74 people took part in the second round of the workshop. The workshops were conducted using the FGI method. Adam Drobnik, Tomasz Papaj, Tomasz Ingram, and Klaudia Plac acted as moderators. The transcript of the answers provided by the participants is included in the *Report from the strategic workshops – Series II: Elements of vision – priorities – initiatives. UE Katowice, 15.12.2017.*

Appendix No. 4. Information on the consultations with the UE Katowice academic community, Senate Committees and the University Council in 2021

On 25–28 January 2021, four information and consultation meetings with the staff of each of the University's Colleges were held in connection with the implementation of the Development Strategy of the UE Katowice 2018–2025 (Strategy). The meetings were conducted online (due to COVID19 restrictions) and were attended by 244 participants, including: 76 participants from the College of Economics (meeting on 26 January), 66 participants from the College of Finance (meeting on 28 January), 46 participants from the College of Informatics and Communication (meeting on 25 January), and 56 participants from the College of Management (meeting on 27 January).

The meetings were organized by the Heads of Colleges. The University authorities, i.e. the Rector, the Vice-Rector for Science and Academic Staff Development, the Vice-Rector for Education and International Relations, and the Chancellor of UE Katowice, officially opened the meetings and made an introduction to the discussion.

Moreover, on 28 January this year, consultation meetings dedicated to the Strategy were organized for the Senate of UE Katowice and the University's Teaching and Education Quality Council.

Those meetings were followed by a consultation meeting with the administration staff of the University of Economics in Katowice, opened by the Chancellor on 18 February 2021. The presentation of the Strategy was preceded by introductory speeches by the Rector, the Vice-Rector for Science and Academic Staff Development and the Vice-Rector for Education and International Relations. The meeting was attended by 52 participants.

On 24 February 2021, the consultation meeting was held with representatives of the University's students, i.e. the Student Parliament of UE Katowice. Representatives of student organizations operating at the University were also invited to participate. The meeting was opened by Justyna Gołąbek – President of the Student Parliament and was attended by 31 participants.

All of the above mentioned meetings were preceded by discussions on the need for systemic approach to the implementation, monitoring and evaluation of the provisions of the Strategy, which took place on 21 October 2020 (as part of the meeting with the University Authorities), as well as on November 9 and 10, 2020 (as part of the meetings with the Vice-Rectors and the Chancellor of UE Katowice).

During consultation meetings, the Strategy Implementation Coordinator presented the most important elements of the Strategy, consisting of: the process of creating the Strategy in 2017 and 2018, the structure of the Strategy, values forming the vision, vision and the mission, development priorities and goals, development initiatives. This was followed by a discussion with employees on the relevance of the current provisions of the Strategy and the possibility of supplementing or modifying the mentioned provisions.

The following remarks, postulates and motions were submitted during consultations with employees of the Colleges, administration staff and students, in relation to the current provisions of the Strategy:

- / the importance of **specifying the provisions of the Strategy**, including clarifying its goals and initiatives. After the goals are specified, they should be quantified for the purposes of monitoring and evaluation;
- / within the framework of the Strategy's operationalization, **it should be decided which of the goals should be implemented and with what tools**;
- / for the purpose of specifying and implementing the Strategy it is necessary to **work in teams**, with more support from the administration;
- / it is necessary to **identify and appoint stakeholders**, i.e. groups / entities, which will bring the greatest benefits and which should be the biggest beneficiaries – also in the context of students / graduates of the University;
- / approval for the change in the management style employed at the University, with an **emphasis on the need to ensure: transparent decision-making processes, dialogue with the parties**, working out common solutions for specifying the Strategy;

- / the issue concerning the consistency between a **"modern teaching offer" and "focusing research on selected areas"**, which requires an analysis of the gap/compatibility between the breadth and depth of "teaching" and "research", combined with the development of a self-correction mechanism in this regard;
- / the importance of **preparing a simplified version of the Strategy** for the purpose of quick consultation and promotion of its provisions among the employees and the environment;
- / initiating a discussion on the **development of scientific disciplines within the University**, including issues related to, among others, informatics, communication and spatial management;
- / establishing a **team for key scientific specializations and centers of scientific excellence**; according to a preliminary proposal, the team would consist of Heads of Colleges and Heads of Departments. The involvement of other senior academics and associate professors in this body should be considered.
- / **involving the University Council in the implementation of the priority P3. Relations with the environment**, including examining a possibility of restoring a group of stakeholders that are of strategic importance to the University (such a role was played in the past by the UE Convention);
- / initiating a discussion on the target **"post-COVID" model of teaching**, including determining the degree to which e-learning methods should be used, in connection with new competencies and the educational policy;
- / anticipated and planned **changes with regard to further digitalization of the University**, including: creation of an electronic student file, electronic signature, change of the IT system from BAZUS to USOS, document circulation system;
- / **greater emphasis on the elements related to the social responsibility** and stakeholders connected with the local community, as well as the role of the University in the regional environment, **in the provisions of the Strategy**;
- / putting a **bigger emphasis on the regional character of the University in the main provisions of the Strategy** and strengthening the University's connection with the region/Silesian Voivodeship, including the relations with the local community;
- / introducing to the Strategy, or its specification, provisions related to **stronger cooperation with secondary schools**, including establishment of new forms of cooperation aimed at attracting suitable candidates for studies,

- / the issue of **the publishing policy, including determining the development direction of the Publishing House**, as well as of the journals, which were not included in the so-called Ministry's List;
- / the University's Development Strategy is regarded as comprehensive – it covers all major areas of the University's functioning. It should be successively **implemented with the active participation of the University's students**;
- / creating a solution for **efficient student services in the form of: "Call Center"** with precisely defined hours when an employee can be reached by phone (duty hours at fixed times) and rules of student's cooperation with the Dean's Office;
- / **introducing FAQ** (frequently asked questions) in individual Classrooms so that lecturers do not have to answer the same question asked by students several times;
- / the problem of **too many specializations**, a significant number of which is not opened during the course of studies (a factor that discourages from studying at the University), is still emphasized. This problem could be solved by **introducing the declaration of preferred specialization(s)** and providing it to candidates when they submit their documents. Thanks to the data on preferences gathered from declarations the University will be able to inform candidates which specializations will be opened for a given year (leaving the final decision regarding undertaking studies to the student);
- / the need to **introduce specialization/core courses from the first year of studies**, in order to maintain students' interest in their chosen field of study;
- / students emphasize that there are **not enough public spaces** (their number is limited to those included in the Google project), where students can hang out, sit, work or tutor each other. It is highly recommended to create a meeting place, which students can use in their free time – such as Mrowisko at the Silesian University of Technology or Zaułek at UE Kraków. The lack of such a place makes it difficult for students and graduates to identify with the University, which currently does not offer much in this respect;
- / the issue of **network data security and the reliability of online technologies**. New technologies (quickly introduced during the COVID-19 pandemic) are not always sufficiently tested. There appear to be: (i) technical problems (e.g. problems with logging into the platform where exams are hosted by students who do not always have sufficiently modern equipment), (ii) problems related to granting access to students' private computers / laptops;

- / attracting suitable candidates should be coordinated with **better marketing strategy regarding promotion of study programs offered by UE Katowice**. To this end, students can be involved to a greater extent in activities related to the promotion of study programs, especially new ones, in the form of: (i) a game/competition with prizes, in which high school students would prepare topics related to the chosen study programs; (ii) meetings with program directors in high schools; (iii) a night tour of the University grounds (a game centered around performing a certain task with the help of student organizations and by organizing appropriate logistics).

In June 2021, the draft of the updated UE Katowice Development Strategy, together with the Strategic Plan 2021–2025, was consulted with the following groups: University Board, Senate Committee for Science, Senate Committee for Education, Senate Committee for International Cooperation, Senate Committee for Development, Student Parliament, Doctoral Student Government. The submitted draft documents received positive opinions.

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