

DEVELOPMENT PLAN OF THE FACULTY OF BIOLOGY UW 2025–2035 Conceptual Framework

The development plan of the Faculty of Biology UW for the period 2025–2035 aligns with the goals and values set out in the University of Warsaw Strategy 2023–2032. Both documents share a common vision of the University as a leading academic institution that combines research excellence with high-quality education while remaining open to dialogue, collaboration, and responsible engagement with global challenges. The Faculty's strategy builds upon the University's overarching priorities and adapts them to the specific context of the biological sciences and the key areas of activity of the Faculty of Biology. The development plan consists of two complementary components: a conceptual framework (the present document) and an implementation plan, which will specify operational actions and is currently under preparation.

Our strategy translates the University's priorities into concrete actions. It emphasises modern teaching approaches, stronger integration of research and education, expansion of English-language programmes, and enhanced cooperation within the 4EU+ Alliance. As a research-intensive academic community, we seek to foster an environment that supports diverse and interdisciplinary research across the full spectrum of contemporary biology—from molecular and cellular biology through organismal biology to environmental and ecological research. This thematic diversity, combined with the ability to connect fundamental and applied research, constitutes one of the core strengths of the Faculty.

Equally important is our commitment to the social responsibility of science, understood as advancing sustainable development, protecting natural environment, and promoting biological knowledge within society. Through its research and teaching activities, the Faculty of Biology actively contributes to the University's mission of shaping knowledge-based attitudes characterised by openness, responsibility, and respect for diversity.

The development plan of the Faculty of Biology is therefore an integral component of the long-term vision of the University of Warsaw as a modern, responsible, and well-governed academic institution that expands knowledge and develops competencies for the future.

PILLAR I. COMPREHENSIVE EDUCATION

The first pillar of the Faculty's strategy focuses on further strengthening a coherent, modern, and attractive educational offer that responds to the challenges of contemporary science and society. A key priority is to deepen the integration between research and teaching so that students and doctoral candidates can benefit directly from the scientific expertise and experience of academic staff. The Faculty aims to systematically develop competencies essential for biologists and biotechnologists, including critical thinking, the ability to analyse and interpret complex datasets, and project-based collaboration. These competencies will be cultivated through innovative teaching methods and the use of modern educational tools. Internationalisation of education and stronger engagement with the socio-economic environment are also essential priorities. These efforts will enable students to acquire

competencies that prepare them both for academic careers and for participation in the global labour market.

I.1. A coherent and modern educational offer

Ensuring coherence across study programmes is a fundamental objective of the Faculty's educational strategy. At the same time, teaching methods must evolve in response to rapid changes in science and higher education. The Faculty will therefore introduce innovative approaches that include the use of AI-assisted tools in teaching and learning as well as greater student involvement in research activities. An additional priority is the development of citizen science initiatives, which engage members of the public in scientific research—for example through biodiversity monitoring and environmental observation projects.

Specific objectives:

I.1.1. Strengthening the coherence and quality of study programmes

The Faculty will continue to improve its educational offer by refining curricula and eliminating overlapping content. Ensuring stronger coherence within individual degree programmes and regularly updating course content will ensure that teaching reflects current developments in science and socio-economic environment. This approach will enable students to acquire relevant, up-to-date, and practically applicable knowledge in a rapidly changing world.

I.1.2. Modernising teaching methods

The Faculty will continue to modernise teaching practices in order to better respond to students' needs and the evolving nature of scientific work. This includes incorporating artificial intelligence tools that support the learning process as well as citizen-science tools that connect students with societal environment. Particular emphasis will be placed on developing learning-by-research approaches and research-based teaching projects that integrate theoretical knowledge with practical experience and encourage active student participation.

I.1.3. Promoting teaching excellence through awards and recognition

The Faculty will further develop a system of awards and recognitions granted by the Faculty authorities and students. These initiatives will encourage innovative teaching approaches, recognise outstanding educational achievements, and promote a culture of excellence in teaching.

I.2. Integration of teaching and research

Teaching at the Faculty of Biology is firmly grounded in the research expertise and scientific experience of academic staff. Individual researchers' scientific interests play an important role in shaping elective courses, specialised lectures, and doctoral-level teaching. At the same time, the Faculty's staffing policy must ensure that all core compulsory courses are delivered at a consistently high level of quality.

Specific objectives:

I.2.1. Staffing policy supporting educational needs

The Faculty's staffing policy will ensure stable delivery of compulsory courses that are fundamental to maintaining educational quality and achieving learning outcomes. When planning new appointments, teaching needs will therefore be taken into account alongside research priorities. Balancing research and teaching responsibilities will ensure high-quality instruction in core courses and coherence within study programmes.

I.2.2. Teaching informed by research excellence

The Faculty aims for its teaching activities to reflect as closely as possible the research achievements and specialised expertise of its academic staff. This ensures that students at all levels have access to cutting-edge scientific knowledge and the unique perspectives of leading experts. This approach will be particularly strengthened in elective courses, specialised lectures, and doctoral training activities that directly reflect the research directions pursued at the Faculty.

I.3. Developing critical thinking

In an era characterised by the rapid spread of misinformation and partial truths, one of the fundamental responsibilities of academic teachers is to cultivate students' ability to think critically and logically, evaluate evidence, and construct well-supported arguments. Another growing challenge is presenting scientific knowledge in ways that are engaging and accessible to younger generations. This requires the introduction of modern teaching approaches that strengthen students' ability to independently analyse and interpret data.

Specific objectives:

I.3.1. Competence in data analysis and scientific discussion

Students and doctoral candidates should develop strong skills in interpreting scientific data, drawing well-founded conclusions, and participating in rigorous scientific debate. This includes the ability to evaluate the reliability of information and to build arguments based on empirical evidence. These competencies will prepare graduates to participate actively in both academic and public discourse. It is also essential to emphasise that science is a self-correcting system, in which critical scrutiny and the reproducibility of research play key roles in refining knowledge.

I.3.2. Active learning methods in teaching

Effective teaching requires methods that actively engage students and promote independent thinking. Approaches based on problem-based learning and project work enable students to apply knowledge in practice, stimulate creativity, and develop the ability to address complex challenges. Such methods increase both student motivation and the effectiveness of the learning process.

I.4. Internationalisation of education

Demographic trends in Poland are leading to a gradual decline in the number of domestic applicants for higher education. One way to address this challenge is to increase the recruitment of international students, which requires the expansion of study programmes taught in English. The Faculty must also strengthen its educational offer for students participating in academic exchange programmes such as Erasmus+ and the 4EU+ Alliance. Expanding English-language teaching will also support the development of students' intercultural competencies and better prepare them for participation in the global labour market.

Specific objectives:

I.4.1. Expansion of English-language teaching

The Faculty will gradually expand the catalogue of courses delivered in English in order to attract international students and increase the Faculty's attractiveness for participants in academic exchange programmes. At the same time, this will enrich the learning experience of Polish students by enabling them to study in an international academic environment and better preparing them for careers in the global research and professional landscape.

I.4.2. Support for student mobility

The Faculty will strengthen support mechanisms for both long- and short-term student and doctoral mobility. Administrative facilitation, flexible study pathways, and appropriate incentive mechanisms will enable a greater number of students to participate in exchange programmes. Such experiences foster intercultural competence, independence, and adaptability in international academic environments.

I.4.3. Development of double-degree programmes

The introduction of double-degree programmes, for example within the framework of the 4EU+ Alliance, will enable students to obtain qualifications recognised internationally. These programmes will enhance the Faculty's prestige, facilitate graduates' entry into the global labour market, and contribute to building long-term partnerships with international universities. They will also strengthen academic and professional networking opportunities.

I.4.4. Development of joint degree programmes

Joint degree programmes developed in collaboration with European universities represent one of the most prestigious forms of academic cooperation within the EU. Such programmes enable students to pursue their studies at two or more partner institutions and culminate in a single jointly awarded diploma. Expanding this form of education will strengthen the Faculty's internationalisation, increase the attractiveness of its academic offer, and support the development of durable academic partnerships, including within the 4EU+ consortium.

I.5. Collaboration with the socio-economic environment

In order to prepare students as effectively as possible for entering the labour market, the Faculty intends to strengthen collaboration with the socio-economic environment in shaping its educational offer. It is equally important to develop initiatives that allow students to gain practical experience and better understand labour market realities. These initiatives include

mentoring programmes, internships, and meetings with representatives of various professional sectors.

Specific objectives:

I.5.1. Stakeholder Council supporting the development of education

Regular cooperation with the Stakeholder Council, which brings together representatives of industry, public administration, and scientific institutions, will enable continuous exchange of experience and adjustment of the educational offer to labour market needs. Meetings held at least once a year will support the joint updating of graduate profiles and the development of internship and mentoring programmes that strengthen the practical preparation of students and reinforce the Faculty's links with its external environment.

I.5.2. Mentoring and internship programmes for students

The development of mentoring and internship programmes in cooperation with alumni and industry partners will enable students to gain valuable professional experience and better prepare for their future careers. Through engagement with experienced mentors and partner organisations, students will gain access to expert knowledge, career guidance, and opportunities for meaningful internships in professional environments.

I.5.3. Regular meetings with potential employers

The organisation of career fairs, industry days, and thematic webinars will create opportunities for students to interact directly with potential employers and learn about labour market expectations. Regular events of this kind will facilitate the establishment of relationships with companies and institutions while helping students plan their professional paths. Through these activities, the Faculty will support the development of practical competencies and increase the employability of its graduates.

I.6. Internal quality assurance of teaching

Maintaining a high standard of teaching at the Faculty of Biology requires systematic internal evaluation and continuous improvement. It is essential not only to update study programmes but also to monitor the quality of teaching activities and assessment methods on a regular basis. To achieve this, the Faculty will further develop its system of peer review of teaching, providing academic staff with constructive feedback that supports their professional development in teaching. At the same time, the Faculty intends to implement digital tools that enable the evaluation of tests, examinations, and individual assessment tasks. These measures will contribute to a more transparent, coherent, and student-centred educational process while providing lecturers with meaningful methodological support.

Specific objectives:

I.6.1. Peer review of teaching

Peer review of teaching already operates at the Faculty of Biology, but it requires further refinement and more systematic implementation. A key objective is to ensure that lecturers receive reliable and constructive feedback that supports their pedagogical development and contributes to improving the quality of teaching. In this way, teaching observations will be

perceived not as a form of control but as a tool supporting the enhancement of teaching practices and the overall attractiveness of the educational offer.

I.6.2. Evaluation of examination questions and assessment quality

The introduction of an IT-based system will enable systematic analysis of tests and examinations in terms of their internal consistency (e.g. Cronbach's alpha) as well as the difficulty and discriminatory power of individual questions. Such analyses will support the evaluation of assessment tasks from both substantive and methodological perspectives. This approach will allow the Faculty to ensure that assessments are aligned with intended learning outcomes and provide lecturers with tools to improve their methods of evaluating student performance. At the same time, it will enhance transparency and fairness in assessment for students and doctoral candidates, strengthening the credibility of the entire teaching process.

PILLAR II. RESEARCH EXCELLENCE

In developing the research activities of the Faculty of Biology, we aim to strengthen research directions that reflect the interdisciplinary character and thematic diversity of contemporary biology. Our goal is to create an environment that supports the free development of scientific inquiry, enables the emergence of new research areas at the intersection of disciplines, and promotes both internal and inter-institutional collaboration. Key priorities include promoting research excellence, improving the efficiency of administrative and technical support, and strengthening researchers' competencies in securing external funding. Equally important is enhancing the visibility and recognition of individual researchers and research groups at both the national and international levels.

II.1. Supporting the development of research at the Faculty

The Faculty's strategy supports a broad range of research directions that reflect the scientific potential of its academic community. The Faculty does not limit research activity to selected topics but instead seeks to create conditions that foster the development of both fundamental and applied research across all areas of the biological sciences, including interdisciplinary work at the boundaries with other disciplines.

Within this diverse research landscape, the Faculty will continue to support projects particularly in the following areas:

- **biomedical research**, including fundamental research, conceptual work, and projects at early stages of technological readiness (TRL),
- **ecology and biodiversity research**, making full use of the potential of field stations and access to unique natural environments,
- **biotechnology, including environmental and plant biotechnology**, as well as research with clear application potential that may lead to implementation.

These examples reflect existing strengths of the Faculty's research activity but **do not constitute a closed catalogue or a list of preferred areas**. The primary objective is to support research conducted across all research groups, encourage the development of new research themes and initiatives, and foster interdisciplinary collaboration that strengthens the Faculty's scientific profile and visibility.

Specific objectives:

II.1.1. Strengthening fundamental biomedical research

The development of fundamental biomedical research should be accompanied by strengthened collaboration with partners conducting related research within the University of Warsaw—particularly the Faculty of Medicine and the Faculty of Psychology—as well as with research institutes, medical institutions (especially the Military Medical Institute), and partners from the socio-economic environment. Such cooperation can help increase interest in research conducted at the Faculty and support the co-financing of research projects. Facilitating research groups' access to specialised infrastructure is also essential for conducting world-class fundamental research.

II.1.2. Development of field-based research in ecology and biodiversity

A key element of the Faculty's strategy is the full utilisation of the research potential of its field stations in Urwitakt, Pilchy, and Białowieża. This unique infrastructure represents a distinctive asset of the Faculty and provides exceptional opportunities for the development of ecological and biodiversity research. Investments in maintaining, developing, and promoting these facilities will be essential for strengthening their visibility and importance in national and international research projects.

II.1.3. Supporting applied research in biotechnology

The Faculty will seek to develop and acquire infrastructure necessary for conducting pilot-scale research and research performed outside traditional laboratory settings. Facilities that enable process scaling and the advancement of projects along the technology readiness level (TRL) pathway are increasingly essential for translating research results into practical applications. Investment in such infrastructure will strengthen the link between science and industry and enhance the Faculty's role in the development of innovative technologies.

II.1.4. Supporting diverse research areas and interdisciplinary collaboration

An important element of the Faculty's strategy is strengthening the wide range of research topics pursued within its organisational units, covering all levels of biological organisation. The goal is to create conditions that enable the free development of high-quality fundamental and applied research across all areas of the biological sciences while actively encouraging interdisciplinary projects. The Faculty will strive to ensure equal opportunities for the development of all research groups and to support collaboration through joint projects, seminars, and scientific initiatives.

II.1.5. Development of research collaboration

Researchers at the Faculty of Biology collaborate with numerous scientific institutions in Poland—including other units of the University of Warsaw—and internationally. The Faculty aims to further support and expand these collaborations, as they enable the pooling of expertise, infrastructure, and resources, thereby significantly enhancing the quality and impact of research. Particular attention will be devoted to strengthening and facilitating international collaboration, which provides access to unique technologies and enables knowledge exchange with leading global experts. Such partnerships make it possible to undertake ambitious research projects with tangible scientific, societal, and economic impact.

II.2. Systemic support for research excellence

The Faculty seeks to motivate researchers to conduct high-quality research through a well-designed system of awards and distinctions promoting scientific excellence. At the same time, efforts will be made to reduce the administrative burden on researchers by further improving administrative and technical support structures. Training programmes on obtaining and managing externally funded research projects—including European funding schemes—will play an important role. These programmes will be addressed both to researchers and to administrative staff. An additional priority is the development of a staffing policy that supports the growth of the most promising research groups.

Specific objectives:

II.2.1. Promoting research excellence through awards and distinctions

The Faculty currently operates a system of awards and recognitions that includes both early-career researchers and experienced scientists. As part of the strategy, this system will be further refined to place stronger emphasis on research quality, including recognition of highly cited publications and the acknowledgement of successful implementation and innovation outcomes.

II.2.2. Professional administrative and technical support

The Faculty aims to increase the effectiveness of support provided to researchers—including staff, doctoral candidates, and students—by improving administrative services at both the proposal preparation stage and the project implementation stage. An important element will be the introduction of a coherent staffing policy for engineering, technical, and research-support staff, enabling flexible allocation to research groups, improved workload planning, and opportunities for professional development.

II.2.3. Training in research funding acquisition

The strategy envisages systematic training programmes for researchers and administrative staff on securing external funding, including European funding opportunities. The objective is to strengthen competencies in grant proposal preparation and project management, thereby increasing success rates in funding applications and improving the efficiency of project implementation. Training will also support the development of skills related to consortium building and intellectual property protection.

II.2.4. Staffing policy supporting research quality and diversity

The Faculty's staffing policy will support not only strong and established research groups but also remain open to recruiting outstanding researchers representing a broad range of research topics consistent with the Faculty's educational profile. Additional staffing support—for example through technicians, research assistants, or assistant professors—may strengthen the potential of research groups and enable their further development. Such measures contribute to building a culture of quality and promoting research productivity.

II.3 Building the national and international profile of the Faculty of Biology

The Faculty of Biology will strengthen its position by actively promoting the scientific achievements of its research groups. Increased visibility at national and international levels supports not only institutional prestige but also facilitates the establishment of new collaborations and research partnerships. A key tool will be the further development of communication activities conducted in both Polish and English, including the Faculty's website and social media channels. The strategy envisages the creation of engaging content presenting the Faculty's research activities, achievements, and projects, as well as the professional promotion of individual research groups. These efforts will increase the Faculty's visibility, strengthen its recognition within both the scientific community and the socio-economic environment, and create a platform supporting the development of national and international research networks.

Specific objectives:

II.3.1. Promotion of individual research groups

Research groups will be promoted through informational materials, presentations of research projects and achievements, and visibility within the Faculty's communication channels. Collaboration with other University units—such as the Centre for Cooperation and Dialogue—and with external partners will also support these efforts. Such activities will enhance the visibility of research groups and facilitate the development of collaborations with national and international partners.

II.3.2. Development of the Faculty website and social media

The Faculty will continue to develop its website and social media presence as key communication tools. Content will be prepared in both Polish and English and presented in modern and accessible formats, ensuring greater visibility and accessibility for a broad audience.

PILLAR III. RESPONSIBLE GOVERNANCE AND INFRASTRUCTURE DEVELOPMENT

Pillar III focuses on strengthening the financial stability and professional management of the Faculty of Biology, expanding administrative support for grant holders, and ensuring rational planning of investments. Key priorities include the modernisation and shared use of research infrastructure, the development of the Faculty's Training Centre, and stronger collaboration with the socio-economic environment. An important element of this pillar is also a forward-looking space management policy aimed at creating modern and welcoming environments that support teaching, research, and the integration of the Faculty community.

III.1. Improving the financial stability of the Faculty

A balanced relationship between revenues and expenditures is a prerequisite for the sustainable development of the Faculty and the implementation of its strategic goals. This requires transparent budgeting mechanisms and the active search for new funding sources. Diversification of income streams will be essential, particularly through increasing the share of research grants—including international grants—and strengthening cooperation with external partners who may use the Faculty's expertise and infrastructure on a fee-based basis. At the same time, it is necessary to rationalise expenditures and optimise the use of available

resources in order to avoid unnecessary duplication of costs and ensure the long-term sustainability of investments. Improving financial monitoring and expenditure control mechanisms will allow the Faculty to respond effectively to changing circumstances and minimise financial risks. Such a financial policy provides a solid foundation for the further development of infrastructure, research, and teaching activities while increasing the Faculty's resilience to external economic changes.

Specific objectives:

III.1.1. Professional planning of the Faculty investments

Investment decisions at the Faculty should take into account both short- and long-term perspectives. Each planned initiative should be evaluated in terms of its purpose, cost-effectiveness, long-term impact, and alignment with the financial and administrative policies of the University of Warsaw. This approach will ensure rational use of resources and support the stable development of the Faculty's infrastructure.

III.1.2. Strengthening collaboration with the socio-economic environment

Cooperation with the socio-economic environment plays a key role in strengthening the Faculty's position as a partner in research and development (R&D) projects, particularly in areas such as medical and environmental biotechnology. By leveraging its analytical and training capabilities, the Faculty can provide high-quality research services and contribute to the development of innovative solutions. These activities will increase the Faculty's visibility and reinforce its role as a leading centre of expertise.

III.1.3. Administrative support for researchers applying for external funding and managing research projects

Securing and successfully implementing new grants—especially international ones—is crucial for the financial stability and scientific development of the Faculty. Active participation in EU programmes (such as Horizon Europe, ERC, and Marie Skłodowska-Curie Actions) as well as in bilateral projects with partners from regions including Asia and the Americas will remain an important priority. To effectively apply for and implement such projects, the Faculty must ensure access to well-trained administrative staff, clear procedures and operational workflows, and appropriate legal support.

III.2. A coordinated policy for the development of research infrastructure at the Faculty and the Ochota Campus

The development of research infrastructure at the Faculty of Biology and across the Ochota Campus requires a coherent and long-term policy based on efficient use of available resources. A key element of this policy is strengthening Faculty-level core facilities that provide advanced research services to the scientific community. The Faculty should also actively participate in the development of a central university core facility on the Ochota Campus, enabling synergies and optimal use of research equipment. Another important task will be the creation of a comprehensive catalogue of research equipment available at the Faculty. This will help prevent costly duplication of equipment purchases. In addition, the Faculty plans to establish a dedicated fund for the maintenance and repair of research equipment to ensure its continued availability. These measures will improve the efficiency of infrastructure

management, support high-quality research, and strengthen the Faculty's role as a partner in research and innovation projects.

Specific objectives:

III.2.1. Strengthening the Faculty core facilities

Strengthening the Faculty core facilities requires coordinated administrative, informational, and financial support. This includes developing a long-term strategy for their operation, promoting their services among potential users—including external partners—and ensuring stable funding. It will also be important to develop the competencies of equipment operators and adopt a space management policy that facilitates the efficient functioning and accessibility of these units for the entire Faculty community.

III.2.2. Participation in the development of a university-wide core facility on the Ochota Campus

Participation in the development of a university-wide core facility will require strengthening interdisciplinary units that are open to collaboration and serve a broad community of researchers. Such facilities should support scientific projects and provide access to high-level infrastructure and services for researchers from different disciplines.

III.2.3. Catalogue of research infrastructure and coordinated equipment purchasing

Creating a comprehensive catalogue of research infrastructure available within the Faculty's organisational units will form the basis for a rational equipment acquisition policy. An up-to-date inventory of equipment, clear rules for its use, and coordinated investment planning will prevent unnecessary duplication of equipment and improve both research efficiency and financial management. This will require the development of both short- and long-term equipment acquisition plans.

III.2.4. Faculty fund for maintenance and repair of research equipment

The Faculty intends to establish a dedicated fund to support the repair and maintenance of research equipment. This fund should rely on a stable financing mechanism independent of the University's standard algorithm-based subsidy. Potential sources of funding may include a portion of the Faculty's share of indirect costs from research projects, which would also encourage scientists to participate actively in maintaining research infrastructure. Such a model will ensure the continued availability of equipment and improve the overall efficiency of infrastructure use.

III.3. Sharing the Faculty's expert knowledge with the socio-economic environment

The Faculty of Biology possesses significant training and expert potential that can benefit the broader socio-economic environment. To fully utilise this potential, effective information and promotion systems must be developed to increase awareness of the Faculty's capabilities. Equally important is the creation of tools for planning and managing the Faculty's training offer so that courses and consultancy services respond to real market needs. A central element of this strategic objective will be the development of the Faculty of Biology Training Centre as a recognisable educational brand and a platform for knowledge transfer. At the same time, it will be important to build long-term and mutually beneficial relationships with public institutions and industry partners. Cooperation with university-wide units—such as the Centre for Technology

Transfer and Cooperation (CTTW), UWRC, and the UW Business Centre—will support commercialisation processes and the development of partnerships with external stakeholders.

Specific objectives:

III.3.1. Development of the Faculty of Biology Training Centre

The Training Centre builds upon the existing scientific, teaching, and expert potential of the Faculty. Its development will require the systematic expansion of training offers and services tailored to the needs of both academia and industry. The Centre should become a recognised brand that effectively utilises the Faculty's resources while providing a sustainable platform for knowledge and competence transfer.

III.3.2. Building constructive relationships with public institutions and industry

Developing strong relationships with public institutions and industry requires the Faculty to remain open to collaboration. Currently, only a portion of the Faculty's researchers participate in projects involving external partners, yet the potential for expanding such cooperation is significant. Regular contact, the organisation of meetings, and the initiation of joint initiatives will help transform these interactions into long-term partnerships and jointly funded projects. University units such as CTTW, UWRC, and the UW Business Centre will support the search for business partners and facilitate commercialisation activities.

III.4. A forward-looking space management policy

A well-designed and forward-looking space management policy at the Faculty of Biology must respond to the evolving needs of research, teaching, and community life. It is essential to align the available space with the size and character of individual research groups in order to provide appropriate conditions for conducting research. At the same time, the use of teaching spaces should be optimised to allow flexible scheduling and modern equipment. An important element will also be the modernisation of shared spaces, including study areas, relaxation zones, and meeting spaces for students. Open and accessible spaces that encourage interdisciplinary collaboration and the organisation of scientific and community events—such as the Night of Biologists—are equally important. Such an approach will allow more efficient use of available resources and create an environment that supports creativity, integration, and collaboration.

Specific objectives:

III.4.1. Aligning available space with the needs of research groups

Providing adequate space for research groups requires a more flexible space management policy. Newly established groups and those implementing grant-funded projects should have appropriate conditions to support their development. Developing a model that reflects the dynamic nature of research teams and available space will ensure that facilities are used efficiently and effectively support the scientific activities of staff, students, and doctoral candidates.

III.4.2. Optimising the use of teaching spaces

Teaching spaces should be used more efficiently throughout the week to avoid situations where rooms remain unused for extended periods. It would also be beneficial to organise

courses with similar formats in the same rooms and move away from rigid allocation of rooms to specific departments or institutes. Such an integrated approach to space management will improve efficiency and flexibility while better serving the needs of the entire Faculty community.

III.4.3. Modernisation of shared Faculty spaces

Members of the Faculty community require accessible and welcoming spaces that support integration, interdisciplinary collaboration, and the organisation of academic and social events. Such spaces play an important role in fostering creativity and strengthening the sense of academic community. Modernisation of shared areas should focus on improving existing solutions to ensure greater functionality, aesthetic quality, and alignment with contemporary standards. Modern social spaces should provide comfort and safety while enabling students, where appropriate, to prepare meals conveniently without disturbing others.

PILLAR IV. A SUPPORTIVE AND ENGAGING WORK ENVIRONMENT

Pillar IV of the strategy focuses on developing the Faculty of Biology as a workplace that fosters a strong sense of community while providing favourable conditions for professional development and effective work. A key element of this effort is a well-designed staffing policy that supports the recruitment of highly qualified new employees while also enabling the continuous professional development of current staff through training, seminars, and scientific lectures. Particular emphasis is placed on flexible career development pathways for academic staff, tailored to their individual strengths and competencies, as well as on transparent promotion policies for administrative and technical support staff. Strengthening the sense of community within the Faculty is also an important objective. This will be achieved through regular meetings, community-building initiatives, and greater involvement of staff members in organisational activities. Such an approach creates an environment in which scientific and educational development goes hand in hand with job satisfaction and professional stability, fostering a culture of collaboration and mutual support.

IV.1. Highly competent research and teaching staff

Building a community of academic staff with strong professional competencies is one of the key conditions for the continued development of the Faculty of Biology. This requires a carefully designed staffing policy that includes both strategic recruitment and systematic support for the professional development of current employees. Training programmes aimed at strengthening teaching and research competencies play a particularly important role. These programmes are already being implemented at the University of Warsaw and will continue to be expanded. The organisation of scientific seminars and lectures also creates opportunities for knowledge exchange, inspiration, and the development of new research collaborations. Another important element is a flexible approach to career development that takes into account the individual strengths and professional interests of academic staff. Such a comprehensive approach will help build a community of scholars capable of maintaining high academic standards while responding dynamically to evolving challenges in research and teaching.

Specific objectives:

IV.1.1. A well-considered staffing policy

Recruiting individuals with strong scientific competencies who are capable of pursuing ambitious research and teaching projects is essential for the Faculty's development. The diversity of research interests—particularly among academic staff involved in teaching—plays a crucial role in ensuring a broad and attractive educational offer. Staffing decisions must also remain aligned with the Faculty's financial capacity in order to maintain institutional stability and sustainable growth.

IV.1.2. Training programmes for academic staff

The Faculty of Biology has long supported the professional development of its academic staff by providing access to training that enhances research, teaching, and organisational competencies. These activities primarily rely on the University's internal training system as well as on programmes offered by external institutions in Poland and abroad. Increasingly, training sessions are also delivered by Faculty members themselves. This approach allows academic staff to continuously develop their competencies, improve the quality of research and teaching, and engage more effectively in the organisational life of the Faculty.

IV.1.3. Organisation of scientific seminars and lectures

Regular scientific seminars and lectures constitute an important platform for building collaborations and developing new research ideas. Careful planning of their format and schedule will help ensure broad participation from staff and students alike.

IV.1.4. Flexible career development pathways for academic staff

The Faculty aims to enable academic staff to pursue career development pathways that align with their individual strengths and interests. This means shaping the scope of responsibilities in a way that allows individuals to focus more strongly on research, teaching, or organisational activities, depending on their competencies and professional aspirations. Such an approach increases job satisfaction, improves efficiency, and contributes to building a diverse and complementary academic community that strengthens the Faculty's overall potential.

IV.2. Clear career advancement pathways for administrative and technical support staff

Transparent and well-defined career advancement pathways for administrative and technical support staff are fundamental to the efficient functioning of the Faculty. Establishing clear rules that allow employees to plan their professional development based on competencies, experience, and performance is essential. Training programmes aimed at improving qualifications among non-academic staff will play an important role in this process, enabling them to respond more effectively to the evolving organisational needs of the Faculty. At the same time, the introduction of a transparent performance evaluation system will allow for objective assessment of employees' engagement and effectiveness. Such a system will support better alignment between responsibilities and competencies, facilitate promotion planning, and ensure that achievements are properly recognised.

Specific objectives:

IV.2.1. Training programmes for non-academic staff

Training programmes for administrative and technical staff should systematically strengthen their professional competencies and respond to the evolving needs of the Faculty. These programmes will cover both specialised professional skills and the development of soft skills supporting effective communication and organisational efficiency. Investment in the development of this group of employees will enhance the professionalism of administrative services and strengthen the operational stability of the Faculty.

IV.2.2. Performance evaluation and promotion policy for administrative and technical staff

Performance evaluation of administrative and technical staff should be based on transparent and clearly defined criteria that allow for a fair assessment of employee engagement and effectiveness. The results of these evaluations should be closely linked to opportunities for promotion, salary increases, and awards. Such a system will increase employee motivation and job satisfaction while fostering a culture of professionalism and recognition within the Faculty.

IV.3. Strengthening the sense of community among the Faculty staff

Strengthening the sense of community among employees of the Faculty of Biology is essential for creating a supportive and productive work environment. An academic community is built on mutual trust, collaboration, and active participation in organisational activities. One important mechanism for fostering such a community will be regular meetings between the Dean's team and different groups within the Faculty community. These meetings will provide opportunities for dialogue, exchange of experiences, and collaborative problem-solving. At the same time, the Faculty aims to encourage greater participation of staff, doctoral candidates, and students in organisational activities supporting the Faculty's development. Complementary community-building initiatives will also help strengthen interpersonal relationships and foster a shared sense of identity. Such efforts will help ensure that every member of the Faculty community feels part of a larger whole, contributing to a positive working atmosphere and increased organisational effectiveness.

Specific objectives:

IV.3.1. Regular meetings between the Deans and Faculty staff

Regular meetings between the Deans and different groups within the Faculty community will support two-way communication. On the one hand, Faculty leadership will be able to present plans and expectations; on the other hand, staff will have an opportunity to share suggestions, innovations, and ideas for change. Such dialogue will strengthen cooperation, increase transparency in decision-making, and allow the Faculty to respond more effectively to the needs of its community.

IV.3.2. Increasing participation in organisational activities

The organisational needs of the Faculty are significant, yet currently only a portion of staff members are involved in such activities. It is important that all members of the academic

community—from early-career researchers to experienced academics—recognise that there is space for their engagement in the Faculty’s organisational life. Participation in organisational activities is recognised in periodic evaluations and contributes to a stronger sense of shared responsibility for the Faculty’s development.

IV.3.3. Community-building initiatives

Membership in an academic community extends beyond fulfilling formal professional duties. It also involves contributing to a welcoming and inclusive environment based on mutual trust and collaboration. Events and initiatives that encourage people to meet, exchange experiences, and build relationships strengthen the sense of identification with the Faculty and reinforce the cohesion of the academic community.