

# SGH *magazine*

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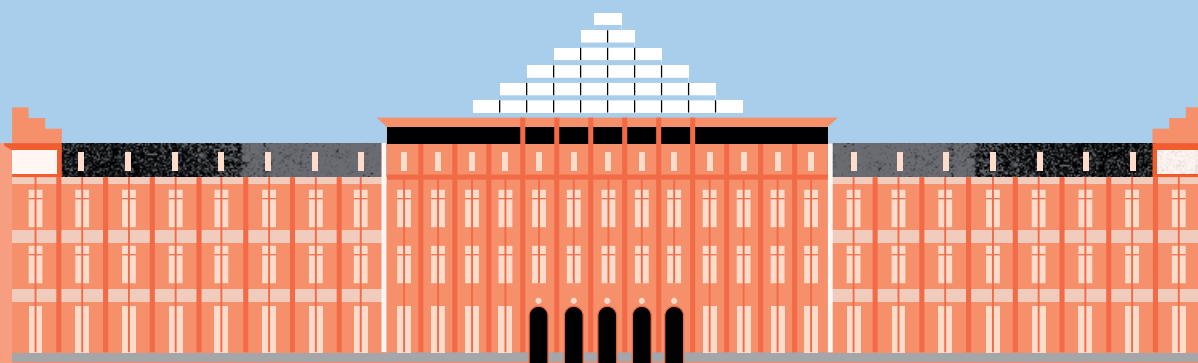
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Dear Readers,

We would like to submit to your attention with the first issue of the English edition of the SGH Warsaw School of Economics' journal – *SGH Magazine*.

We are delighted to be able to present to a wider audience a myriad of issues that are currently taking place at our university. On the pages of *SGH Magazine* you will find reports, the results of the latest research conducted at SGH, information on new units, such as the recently established AI Lab Intercollegiate Centre for Artificial Intelligence and Digital Platforms. In the present issue, we have included articles on various achievements of SGH, our students and PhD students, the career paths of our graduates, international collaboration and cooperation with business, the expansion of the university campus and, last but not least, the history we hold dear and the people involved in its making. I would also like to recommend interviews with experts and noteworthy people, such as the co-founder of the Warsaw Stock Exchange and SGH honorary doctorate holder Wiesław Rozłucki, world championships medallist and Olympic vice-champion in cycling, SGH Economic Award winner Czesław Lang, or Tytus Brzozowski – Warsaw citizen of the year 2023, the author of the mural on Professor Stanisław Wojciechowski "President from SGH".

Our intention is for *SGH Magazine* to provide you with in-depth coverage of the most important ongoing economic issues and processes in Poland and abroad, which are manifested in the numerous

conferences, congresses and debates that are (co-) organised by SGH. Thanks to economic analyses of the changes taking place in the national economy or trends within the European Union and around the world, prepared by our experts and researchers, we wish to bring you closer to their complex subject matter and help you better understand reality, including the Polish one.

2024 is a very special year – it marks the 20th anniversary of Poland's accession to the European Union. Over the years, Poland has made a civilisational leap, and has become both economically and politically more secure, as described extensively by our distinguished and recognised experts, dr hab. Adam A. Ambroziak, prof. SGH, prof. dr hab. Elżbieta Kawecka-Wyrzykowska, prof. dr hab. Artur Nowak-Far and dr hab. Małgorzata Mołęda-Zdziech, prof. SGH.

Taking into consideration the very specific geopolitical location of Poland, it is difficult to imagine our country now being outside the EU and NATO, especially in the face of Russia's aggression against Ukraine. SGH has been involved in supporting Ukrainians fleeing the war, including students and academics. Our university has also been involved in the CIVICA for Ukraine projects and the establishment of the SGH Centre for Ukrainian Studies, headed by the eminent scientist prof. dr hab. Tomasz Szapiro.

I wish you an enjoyable read.

**Karolina Cygonek**  
Editor-in-Chief with her team



SGH Warsaw School of Economics is the oldest economic university in Poland and one of the most renowned academic centres in Central and Eastern Europe. It has been "shaping the leaders of the future" for 118 years, while conducting comprehensive scientific research in the field of economics, data analysis, e-business and economic law. It also prepares expert reports for companies, public institutions and local government units. SGH consistently ranks high in university rankings. Since 2017 SGH has held an AMBA accreditation, in 2021 it received the prestigious EQUIS accreditation, and in 2022 it was also granted BSIS certification. Currently, SGH is in the final phase of its efforts to obtain

AACSB accreditation. Joining the CIVICA European University alliance in 2022, which includes 10 the most prestigious European universities in the field of social sciences, in particular in economics, has given a new dimension to international academic cooperation of the university. SGH Warsaw School of Economics maintains very close links with business. In 2023 SGH Partners Club, which brings together 41 Polish and international companies, celebrated its 25th anniversary. SGH, being an independent university that supports the balanced development of society and the economy, shapes civic and ethical attitudes through its teaching, research and opinion-forming activities.

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# Top Marka 2023: SGH third strongest brand in the 'Universities' category

 ESTERA FLIEGER

**S**GH Warsaw School of Economics has retained its place on the podium in the Top Marka (Top Brand) ranking of universities in 2023 and has once again climbed in the overall classification of brands present on the Polish market.

In November 2023, the PRESS magazine and PSMM Monitoring & More published the results of the Top Marka 2023 report. It was the 16th edition of the media survey of brand recognition on the Polish market. The most popular corporate, product and *pro bono* brands are classified in 50 categories – these include universities, consulting, banks, television, software producers, charitable projects, research agencies, electronic payments, popularisation of culture and Internet portals. On top of this, an overall ranking comprising 500 entries is prepared.

The authors highlight the study's practical implications: brand image is one of the key elements that gives stakeholders information about a brand's potential, value and strength.

This year, the study covered more than 1.5 million press articles, nearly 16 million online materials and 28.3 million posts published on social media such as X (formerly Twitter), Facebook, Instagram and YouTube. The content analysed was from the period from 1 July 2022 to 30 June 2023. The position in the ranking is determined by the number of publications, the impact factor, which allows to estimate the reach of the information based on the consumption data of the given medium, as well as the sentiment indicator, which assesses the quality of the message.


So how did SGH fare? In the 'Universities' category, SGH Warsaw School of Economics came



 RZECZYOBRAZKOWE

third, placing just behind the University of Warsaw and Jagiellonian University, and ahead of Adam Mickiewicz University in Poznań and Warsaw University of Technology. Consequently, SGH maintained its position on the same step of the podium as the year before as in 2021, when our university also came third.

SGH remains one of the strongest brands in the press, on the internet and in social media, claiming 110th place in the overall ranking of as many as 500 brands. This is an increase of two positions compared to 2022 and as many as eight compared to 2021. In terms of brand strength – the combination of variables such as the number of contacts people have with the brand and the quality of the messages addressed to them – SGH scored 729,167 points. This places the university ahead of the legendary Coca-Cola, among others.

SGH featured more frequently in monothematic publications than in multi-topic ones. The internet accounts for the largest share of publications concerning our university (61.8%), with social media accounting for a significant proportion (33.5%; in comparison, the press accounts for less than 5%). 

**ESTERA FLIEGER**, Organisational and Legislation Unit, SGH  
Rector's Office

# SGH: CEMS School of the Year 2022/2023

 ANETA SZYDŁOWSKA

SGH Warsaw School of Economics took the first place among 33 CEMS universities (*Global Alliance in Management Education*). On the 9<sup>th</sup> of December 2023, our university was awarded a prestigious title of CEMS School of the Year 2022/2023 on a gala in London.

"This is a big distinction for us. It proves that our teaching programme offered as part of the CEMS network is very good and, most of all, well perceived by the students. It is not only about provided knowledge, but also about the organisational dimension," says Vice Rector for Foreign Cooperation, SGH professor, dr hab. Jacek Prokop.

In 2017 SGH Warsaw School of Economics was granted an award and the title of CEMS School of the Year 2016/2017. Representatives of our school received the award in Sydney (Australia). And now we did it for the second time. On this most important CEMS event our university was represented by the Rector of SGH, SGH professor dr hab. Piotr Wachowiak; Vice Rector for Foreign Cooperation, SGH professor dr hab. Jacek Prokop; and the management team: CEMS academic director, SGH professor, dr hab. Mirosław Jarosiński; CEMS programme manager at SGH Grzegorz Augustyniak, and CEMS corporate relations manager at SGH, Aneta Szydłowska.

What were the most important criteria considered for CEMS assessment?

"Most of all the assessment took into account student opinions about lectures and classes held

at our university. Another vital criterion refers to matters related to the teaching process as a whole, such as meetings, student events that integrate the participants of the CEMS programme" says Vice Rector Prokop. "SGH is attended by students who come from other partner universities as part of one-year CEMS programme. They spend one semester at their university and the second one at one of the partner universities. We are assessed not only by our students; the assessments of students coming from other universities are very significant. Evidently, we are also well perceived by them. We can therefore assume that their opinions are fairly objective – at the end of the day, it is the students who grant the award!"

The title of CEMS School of the Year is awarded to the best school among top three schools of the alliance, distinguished by the vote of CEMS Academic Committee, based on the students' assessment of all the CEMS MIM elements (classes, workshops, business project, block seminar Global Citizenship Seminar or International Internship), student service, involvement of corporate partners and alumni, as well as activities of CEMS club.

"The success of SGH was mostly the result of work of people involved in the programme, subjects offered by the school, cooperation with corporate partners, and curriculum quality and CEMS spirit," says Aneta Szydłowska.

During the CEMS graduation in London, 868 of 1265 this year's programme graduates received their diplomas. This group included 40 people from SGH Warsaw School of Economics.

CEMS is a global alliance of 33 best business schools, over 70 corporate partners and eight social partners. Universities and companies together provide CEMS Master's in International Management programme. The aim of the alliance is to educate future leaders of international, multilingual, and multicultural world of business. SGH as the only university in Poland belongs to the global CEMS alliance. In Poland, the programme is open only for SGH students.

It allows students to earn CEMS diploma simultaneously with SGH diploma. Each year about 40 students are enrolled at SGH. Around 1200 people at 33 universities take the CEMS MIM programme annually. Up to 2023 it has been completed by 19 500 alumni. In 2023 six schools from the CEMS alliance were among the TOP10 in the Global Masters in Management Financial Times ranking (due to character of the ranking the CEMS MIM programme itself cannot be taken into account). The programme took 11<sup>th</sup> position in the ranking QS 2024 Masters In Management.

More about the CEMS programme at SGH can be found on the website [WWW.SGH.WAW.PL/CEMS](http://WWW.SGH.WAW.PL/CEMS), and on the CEMS website [WWW.CEMS.ORG](http://WWW.CEMS.ORG). 





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# Partnerships beyond Europe



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In 2023 the International Centre of SGH cleared the last projects of the old Erasmus+ perspective that has been in place since 2014: - Erasmus+ KA103 (*Higher education mobility within programme countries*) and accompanying OP KED project (*International mobility of students with special needs*) and Erasmus+ KA107 (*Higher education mobility within Partner Countries*).<sup>1</sup> Let us therefore sum up the tasks, especially those performed in cooperation with non-European partners.

First recruitment for exchange programmes with European universities was announced in 2015 as a new programme titled *International Credit Mobility* (ICM), in Poland known as Erasmus KA107. The programme in the current financial perspective is continued under Erasmus+ KA171. Its aim is to support higher education student and staff mobility from the programme country to the partner

country and the other way round, in order to let university students and employees participate in study courses, trainings or classes.

SGH, which for many years has been successfully developing collaboration with non-European schools, joined the first recruitment and obtained over EUR 300 thousand for exchanges with 29 partner universities, and extended their number and geographical scope in the following years.

Those invited to participate in the project were both previous partners (e.g. from New Zealand, USA, Argentina, Peru, or Canada) and schools with which SGH had previously collaborated in earlier projects of Erasmus Mundus Action 2 2 (such as Georgia, Moldova, Ukraine, Egypt, Lebanon, Thailand, Vietnam, Indonesia, Malaysia), as well as entirely new partners from new geographical areas: Africa (Senegal, Kenya, Tanzania, Mauritius, Morocco) or Middle East (Jordan).

## ERASMUS+KA107 (PARTNER COUNTRIES) – IMPLEMENTATION OF PROJECTS IN 2015-2023

Year of recruitment	Obtained funds	No. of partner universities	No. of student trips	No. of outbound staff mobilities for teaching (STA)	No. of outbound staff mobilities for training (STT)	No. of student arrivals	No. of inbound staff mobilities for teaching (STA)	No. of inbound staff mobilities for training (STT)	Total
2015	€ 302 114,50	29	20	2	0	43	1	18	84
2016	€ 325 493,00	41	4	24	14	34	11	32	119
2017	€ 115 125,00	56	0	19	1	8	8	14	50
2018	€ 63 106,00	65	1	10	0	6	3	4	24
2019	€ 179 317,00	58	0	9	8	19	3	22	61
2020	€ 174 045,00	59	0	14	5	16	4	38	77
	€ 1 159 200,50								415



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Partner relations with universities from African countries make SGH stand out among other Polish universities. Our school obtains the highest amount of funds for these countries, thereby contributing to internationalisation of African universities. Throughout the entire period of implementing KA107 projects SGH obtained nearly EUR 1.16 million, collaborating with over 60 universities across the globe, including Western Balkans, Eastern Partnership countries, southern countries of the Mediterranean Basin, Russia, Asia (industrialised countries), including Central Asia, Latin America, Africa, North and South America (industrialised countries). In total, 415 mobilities were completed, including: 25 student trips to study, 78 outbound staff mobilities for teaching (STA), 28 outbound staff mobilities for training (STT), 126 student arrivals to study, 30 inbound staff mobilities for teaching (STA), 128 inbound staff mobilities for training (STT).

Thanks to Erasmus+ KA107 projects SGH was able to expand its collaboration network to new countries and universities, and to strengthen new and already existing relations by implementing new organisational, teaching and research projects. One of them is the project New Business Leaders for a New World - BUSINESS LEAD, introduced together with Erasmus+ partner universities from Senegal, Kenya, Mauritius, Tanzania, and Morocco, about which we have already written in Gazeta SGH<sup>3</sup>. Three editions of Intensive International Education Programme (IMPK) BUSINESS LEAD, held in October 2022, and March and May 2023 were attended by 60 female students. During 2-week courses they participated in interactive classes on business models and women's entrepreneurship, a business game, and, as part of *Business is a Woman* module, they took part in networking meetings with representatives of SGH Partner Club, Entrepreneurial Women Network, female entrepreneurs, and researchers in women's entrepreneurship. An additional element of the training were visits to companies such as CIC, Google, Warsaw Stock Exchange, as well as trips to Cracow and museums enabling better understanding of Polish and European history and culture. We believe that knowledge gained by the course graduates will help them expand their businesses and will contribute to the economic development of their countries of origin.

Since the beginning of 2021 the International Centre has been running projects under the new Erasmus+ financial perspective, as a natural consequence of previous editions of the programme in which SGH has participated for 25 years. The projects include mainly CIVICA - The European University for Social Sciences<sup>4</sup> and a new EUC-Voices project starting in September 2023<sup>5</sup>. 

**MAŁGORZATA CHROMY**, Acting Director of SGH International Centre

<sup>1</sup> More on projects carried out under the 2014-2021 perspective can be found in Gazeta SGH of March 2021. <https://gazeta.sgh.waw.pl/wspolpraca-miedzynarodowa/projekty-mobilnoscowe-2014-2020-w-sgh>

<sup>2</sup> SGH was a partner in the projects of Erasmus Mundus Action 2: Mobilities for Innovation and Development (MID), Swap and Transfer (SAT), Widening Egyptian and Lebanese Cooperation and Mobility with Europe (WELCOME).

<sup>3</sup> <https://gazeta.sgh.waw.pl/wspolpraca-miedzynarodowa/new-business-leaders-new-world>

<sup>4</sup> <https://gazeta.sgh.waw.pl/index.php/wspolpraca-miedzynarodowa/civica-przedstawia-wizje-na-rok-2030-i-przyjmuje-dwoch-nowych-czlonkow-z>

<sup>5</sup> <https://gazeta.sgh.waw.pl/wspolpraca-miedzynarodowa/od-1-wrzesnia-br-sgh-w-projekcie-euc-voices>

# Cooperation networks internationalise SGH

 MAŁGORZATA CHROMY

In today's global society international cooperation in the fields of education and research is of key importance for university development. Universities all over the world, including SGH, more and more commonly participate in international cooperation networks, which facilitate exchange of knowledge, experience and resources.

International academic cooperation networks are platforms where universities from different countries work together in the area of education, scientific research and institution development. The networks allow them to initiate partnerships, exchange students and academic staff, and to run common research projects. Schools can broaden their horizons, take advantage of different perspectives and available resources, and increase their global visibility.

SGH plays an active role in international cooperation networks<sup>1</sup>, which contributes to its internationalisation and raises its prestige globally. The major networks, in terms of SGH internationalisation strategy, include:



**CIVICA – The European University of Social Sciences** – the oldest alliance of European universities of social sciences, whose goal is to create synergy in education, scientific research and social activities. This modern partnership comprises ten leading European academic institutions (Bocconi University, Central European University, European University Institute, Hertie School, IE University, National University of Political Studies And Public Administration, Sciences Po, Stockholm

School of Economics, SGH Warsaw School of Economics, London School of Economics and Political Sciences), which aim to be transformed into a centre of excellence in the field of social sciences.

CIVICA offers students and academic staff of participating universities access to interdisciplinary educational programmes, research projects and social initiatives that focus on tackling major social, economic, and political challenges of Europe and the world. The university pays special attention to international student mobility, thereby enabling exchange among partners.

CIVICA is an example of international cooperation that promotes academic, cultural, and social values. This innovative initiative aimed at shaping future leaders and generating knowledge impacts European and global future.



**CEMS – Global Alliance in Management Education** is a global network of business schools (34), corporate partners (69), and social partners (7), who cooperate to ensure highest quality management education and form future business leaders. CEMS is one of the world's most renowned international masters' programmes in business and management.

The programme gives students an opportunity to earn the title of MIM (Master in International Management) and access to a global network of partner universities and companies. CEMS students take part in international exchange, carry out practical international projects in renowned enterprises, and can use academic resources all over the world.

CEMS is famous for extraordinary quality of its programmes, intensive cross cultural growth, and strong emphasis on soft and practical skills. It is also a platform that facilitates making durable international contacts, which is very valuable for students' future professional careers.

For students and alumni CEMS is not only a diploma, but also a pass to global job market and an opportunity for development in international

business environment. CEMS programme enhances the process of shaping leaders ready to face challenges of the global market.



**Partnership in International Management Network**, commonly known as PIM, is a prestigious global consortium of leading business schools and institutions providing management education. Established with the aim of promoting international cooperation on management education, PIM is a platform for member institutions where they can engage in a broad scope of activities and initiatives.

Member schools of PIM offer diverse programmes, such as bachelor and master studies, as well as management studies. Their common feature is commitment to provide high-quality management education with global significance. Key aspects of PIM mission comprise support for the exchange of lecturers and students, facilitating research projects and encouraging cross cultural teaching experience.

The network's strength lies in its diversified and broad membership encompassing different continents and cultures. The diversity enhances international perspective in management education and promotes broader insight into global business practices.

PIM plays a key role in shaping the future management education, by providing opportunities for cooperation, knowledge sharing and cultural exchange. By its initiatives and partnerships PIM conduces to the development of future business leaders, ready to face challenges and opportunities in contemporary connected world.



**GBSN (Global Business School Network)** is an international non-profit organisation established to support and promote collaboration among business schools across the world. Its main goal is to raise the influence of business education on the social and economic growth in developing countries.

GBSN offers its members access to networks of partners, exports and resources that allow business schools to expand their teaching programmes, scientific research and social activities that stimulate entrepreneurship and business growth in less economically developed countries. The

organisation prepares numerous events, workshops and conferences that facilitate exchange of experience and best practices among business schools from various regions.

GBSN enjoys strong links with business schools, academic institutions, enterprises, and international organisations, which makes it possible to create partner projects and initiatives for sustainable economic development. GBSN activities are in line with the idea of global cooperation in the area of business education aimed at shaping future economic leaders and supporting social growth all over the world.

Let us note that SGH Warsaw School of Economics is the only Polish university in partnership with PIM and GBSN.

Participation in international cooperation networks brings numerous benefits. First, it gives students of the SGH Warsaw School of Economics access to foreign exchange programmes, which in turn allows them to gain international experience and broaden their horizons. Next, SGH has access to latest trends and innovations in the area of education and scientific research, which translates into the quality of its study and research programmes. Participation in international cooperation networks also makes SGH more attractive for students and academic staff from other countries. This in turn diversifies the academic environment.

Let us underscore that international cooperation networks are advantageous not only for SGH, but for the entire society. Due to cooperation with foreign academic organisations, SGH may contribute to international economic collaboration, cultural exchange and establishing connections between different countries.

In a globalised world it is essential to expand international collaboration in research and education. For SGH, participation in international academic cooperation networks is not only an opportunity for growth and higher quality of teaching and research, but also a way to build connections between cultures and support social development on an international scale.<sup>1</sup>

**MAŁGORZATA CHROMY**, Acting Director of SGH  
International Centre

<sup>1</sup> All the cooperation networks to which SGH belongs are listed on the website <https://www.sgh.waw.pl/sieci-wspolpracy>

# An easy guide to CIVICA – The European University of Social Sciences

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 MAŁGORZATA CHROMY

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It is highly probable that most members of the SGH academic community have heard of CIVICA through the many events and initiatives organised by both our university and the other member universities of the alliance. One example of such an event is the CIVICA Student Association Forum, which brought together some 150 representatives of student organisations from all 10 partner universities at SGH in November 2023. Nevertheless, I do have the impression that knowledge of CIVICA is still not widespread, which is why I will try to introduce the alliance in a more accessible way.

CIVICA – The European University of Social Sciences is one of the 50 currently active alliances of European Universities created on the European Commission's initiative within the framework of the Erasmus+ programme. The consortium was launched in 2019 and expanded in 2022 with the addition of SGH and IE University from Spain. The alliance's area of operation covers all stakeholders (students, researchers, staff and the external environment), offering them various types of opportunities, including, among others, exchanges, joint subjects, didactic programmes, joint projects and others.

In December 2022, we wrote in *Gazeta SGH* (the Polish language edition of the university's journal - ed.) about the work package coordinated by SGH (WP9 - CIVICA Student Community and Identity), the objective of which is to 'cultivate a committed CIVICA student community and develop its joint identity, deeply rooted in European values and legacy'<sup>1</sup>. As part of this package, we are responsible for the CIVICA Ambassadors initiative, the establishment and support of a student

and young researcher self-government body – the CIVICA Student and ESR Board<sup>2</sup>, the creation of a fund for student projects (Student Engagement Fund) and the organisation of sports and cultural events, such as the CIVICA Sport and Culture Festival scheduled for June 2024. The first call for student projects under the Student Engagement Fund is planned for September 2024 already, and the culmination of two calls for student projects will be the organisation of the 2026 CIVICathon, during which the most interesting projects will be presented.

In addition to our student specific package, students studying at CIVICA universities can benefit from the activities offered in the following packages:

➔ **WP3: CIVICA Engage Track** – Bachelor education, coordinated by the Stockholm School of Economics, offers primarily a joint study track called CIVICA Engage Track, whereby full-time bachelor students can travel for one semester to one of the seven CIVICA universities that participate in the track alongside SGH. Under the track, students can also take part in a short trip, such as the European Week, which takes place at a different partner university each year.

In 2024 the European Week will be hosted by the London School of Economics and Political Science and will focus on the topic of migration in a changing Europe. In addition to the above, a joint course is being developed. The first subject is planned to be launched in the winter semester 2024/2025 for students of SGH and the Stockholm School of Economics. A short multicampus course (MCC) formula on migration will also be tested as part of European Week 2024.

➔ **WP4: CIVICA Europeanship - Master education**, which is the responsibility of Bocconi University, offers a multicampus course (MCC) 'The Future of Europe', which is offered in the

winter semester of the respective academic year. Intensive work is currently underway to launch another MCC – ‘The Road to The Green Transition’, which is planned for the summer semester of 2024/2025 with the participation of SGH academic staff and students. In addition to the MCCs, under WP4 students have the opportunity to participate in joint-courses – SGH is launching two courses in the summer semester 2023/2024:

- **AI Challenges to Business and Society** delivered jointly by Professor Joanna Żukowska (SGH) and Professor Richard Wahlund (SSE)
- **Finance, Trade, and Business for Sustainable Development. The Role of the Private Sector in Sustainable Development** delivered jointly by Professor Ewa Osuch-Rak (SGH) and Professor Waya Quiviger (IE).

Furthermore, the package includes the CIVICA Policy Labs, which are intended as a 360-degree learning experience that allows CIVICA master’s students to put in practice the theoretical knowledge acquired during courses, discuss real-life situations and propose suitable solutions, as well as develop soft skills.

The WP5 package coordinated by the European University Institute is dedicated to **PhD students and Early-Stage Researchers** studying and working at CIVICA universities. Within this package, they can benefit from, among other things:

- ➔ **PhD Clinic** – a forum where early stage researchers can identify and contact faculty members working at CIVICA partner universities whose expertise is relevant to their dissertation topics. The PhD Clinic is available on the my.CIVICA.eu platform,
- ➔ **CIVICA Teacher Development Programme** – a programme designed to enable early career researchers to participate in an inter-institutional teacher development programme, through which they will acquire skills and expertise as university teachers,
- ➔ **ESR Course Catalogue** listing currently available courses, workshops and seminars.

The package additionally includes doctoral conferences, doctoral schools and young researchers also have the opportunity to participate in projects under CIVICA Research.

CIVICA also offers many opportunities for **university staff** to collaborate within the alliance, providing them with, for example, opportunities for staff exchanges (for teaching and/or training purposes under the Erasmus+ KA 131 programme), participation in joint research projects (under CIVICA Research) or short faculty visits<sup>3</sup>.

CIVICA has defined four thematic priorities that address many aspects of the alliance’s work, including research activities:

- Democracy in the 21st Century;
- Societies in Transition and Crises of Earth;
- Europe Revisited;
- Data-Driven Technologies in the Social Sciences.

These priorities are also being considered for the activities that will be implemented under WP8: Foresight and Innovation in Social Sciences coordinated by the National School of Political and Administrative Studies (SNSPA). Currently, work is underway to launch the Lifelong Learning and Training Department and the CIVICA Innovation Hub. The mission of the Innovation Hub will be to collect data and conduct research and

provide information on the links between social sciences and innovation in education, focusing on four interdisciplinary thematic priorities. The mission of the Lifelong Learning and Training Department, on the other hand, will be to develop a centre of excellence in lifelong learning and training in the social sciences.


CIVICA does, of course, also remember about the **external stakeholders** of the alliance, organising various activities that are carried out under WP7 (CIVICA Service to Society) and WP10 (CIVICA Global Outreach and Partnerships).

The main objective of the WP7 package, coordinated by Central European University, is to promote diversity, equality and inclusion in the CIVICA community and beyond through, among other things:

- fostering an engaged and diverse CIVICA community for students, faculty and staff through the organisation of a series of workshops on inclusion issues;
- empowering secondary school students from disadvantaged areas and refugees, for whom the CIVICA for ALL platform has been created;
- attracting secondary school students to higher education with a special focus on students from marginalised groups through the organisation of special workshops, launching the development of a preparatory programme called ‘CIVICA First Generation preparatory programme’;
- reaching out to the wider public in order to share the experience and knowledge gained from the CIVICA project through the organisation of CIVICA Public Lectures involving all the universities in the alliance.

The main task of the WP10 package (coordinated by IE) is to design, develop and implement global impact activities to position the CIVICA alliance as a global reference in social sciences and the broader scope of higher education. This task is divided into two objectives, under which:

- the global position and competitiveness of European education will be strengthened through CIVICA’s involvement in strategic global activities such as the CIVICA International Forum and international conferences;
- strategic partnerships with global socio-economic actors such as foundations, NGOs, multilateral organisations, think tanks, innovation and entrepreneurship ecosystems will be built in order to support CIVICA’s activities and contribute to the long-term sustainability of the alliance.

It is important to bear in mind the work packages supporting the tasks set out in the packages mentioned above. The WP1 (CIVICA Governance and Management) package is dedicated to the management of the whole alliance, while matters related to exchanges, the work on the CIVICA Certificate and the joint degree, the integration of library resources and the creation of the digital campus are carried out under the WP2 (CIVICA European Inter-University Campus) package. Both these packages are the responsibility of Sciences Po. The coherent communication of the alliance is overseen by the Hertie School of Governance, which is in charge of WP11 (Communication, Dissemination and Impact). 

**MALGORZATA CHROMY**, Acting Director of SGH International Centre

<sup>1</sup> (<https://gazeta.sgh.waw.pl/en/international-cooperation/civica-acting-sgh-students-mind>).

<sup>2</sup> (<https://www.civica.eu/who-we-are/civica-student-and-esr-board/>).

<sup>3</sup> In the two calls that have been launched since SGH’s participation in CIVICA, seven employees of our university were given the opportunity to participate in short faculty visits.



# CIVICA for Ukraine: cooperation and achievements for European future of Ukraine

 **IRYNA DEGTYAROVA**

**D**uring Russian aggression in Ukraine, Ukrainian universities bravely continue to work despite numerous challenges they have to face, and play a substantial social, political, and economic role in counteracting the consequences of the war, planning restoration of the country and preparing it to the Euro-Atlantic integration. Support from international partners, especially European universities, in building the potential of Ukrainian universities is very important, valuable and necessary.

In 2023 SGH Warsaw School of Economics coordinated the cooperation of CIVICA alliance with five Ukrainian universities: Vadym Hetman Kyiv National Economic University, Vasyl Stus Donetsk National University, Ukrainian Catholic University, National University of Kyiv-Mohyla Academy, and Kyiv School of Economics as part of CIVICA for Ukraine project (CIVICA support for European Future of Ukraine), with the budget of PLN 900 thousand. The aim was to enable the Ukrainian society to integrate into the European area of higher education, to establish institutional and individual relations among SGH, CIVICA, and Ukrainian academic communities, especially in the fields of social sciences, management and public policy, European integration, as well as development of academic and social competencies of Ukrainian students and university staff.

The project covered tasks included both in CIVICA Erasmus+, and CIVICA For Ukraine, in which 117 Ukrainians participated (51 students and doctoral students, 66 academic and administrative employees):

- ➔ CIVICA For Ukraine:
    - Ukraine High Level Meeting, SGH 27-28 March 2023
    - Ambassadors Forum on recovery and modernisation of Ukraine, SGH 8-9 May 2023
    - 34 short visits of Ukrainian university staff to CIVICA universities, September - December 2023
  - ➔ CIVICA Erasmus+:
    - FuturEU Observer Track w CIVICA FuturEU, Hertie School (Germany) 20-21 April 2023
    - European Week, Sciences Po (France) 27-30.06.2023
    - Inclusion Workshop, Bocconi University (Italy) 14-16 November 2023
    - Research Doctoral Conference, CEU (Austria) 15-17.11.2023
    - Student Association Forum, SGH 23-25 November 2023
    - Tour d' Europe, CEU 30 November - 2 December 2023
  - ➔ A key event at SGH was a strategic meeting of Ukrainian and European CIVICA university leaders: CIVICA-Ukraine High Level Meeting. It was to gain insight into the situation and needs of Ukrainian universities and to deliberate on the perspectives of short- and long-term collaboration, also in the context of future Ukraine's restoration after the war (the report *Needs and challenges* served as a basis for further support for Ukraine). European collaboration within CIVICA inspired Ukrainian universities to found the Ukrainian Universities Alliance.
- CIVICA for Ukraine 2023 project produced five reports, dealing with: (1) needs and conditions of the functioning of Ukrainian universities, (2) conditions and prospects for Ukraine's recovery, (3) list of best practices applied by CIVICA universities as a recapitulation of study visits, (4) list of student clubs of Ukrainian and CIVICA universities, (5) Observer track within the FuturEU initiative, as well as videos, speeches, essays, and

presentations of students and scientists on CIVICA events, numerous publications on the media of SGH, CIVICA, and Ukrainian universities and on social media tagged #CIVICA4Ukraine.

In the next edition of CIVICA for Ukraine 2024 we will focus on enhancing the potential of Ukrainian universities referring to European standards in higher education, especially in international cooperation organisations, on developing and deepening knowledge on European integration and tightening academic cooperation. In 2024 students from Ukraine will participate in CIVICA European Week at the LSE, Honour Seminars at SGH, Stockholm School of Economics (SSE; Sweden), National University of Political Studies and Public Administration (SNSPA; Romania) and CEU, or Summer Schools on the EU. Doctoral students will join events for young scientist at SGH. To support internationalization and skill development of international cooperation staff, SGH International Centre will organise 'job shadowing'. Development of academic collaboration of SGH and CIVICA with Ukraine will be accompanied by research internships for Ukrainian university scientists, while European knowledge will be consolidated by a joint visit to Brussels in the autumn of 2024.

Under the programme "European Universities in solidarity with Ukraine" organised by Polish National Agency for Academic Exchange (NAWA), Polish universities, including SGH, carry out the mission of building a bridge to the European Union, European universities, and strengthen the position in various alliances, create framework and models for partnerships with Ukrainian universities, preparing the Ukrainian academic environment to fully legitimate EU membership. 

**DR IRYNA DEGTYAROVA**, Rector's Representative for Cooperation with Ukrainian Higher Education Institutions, SGH

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# Ukraine – new responsibility



EWELINA KĘDZIOR

**Ewelina Kędzior:** After a period intensive activity in bodies representing the academia before the state authorities, you are launching a proprietary project.

Tomasz Szapiro: Yes, this is a result of my experience. In the Main Council of Science and Higher Education, and in the National Science Centre I chaired commissions dealing with international cooperation. During the recent term in the Conference of Rectors of Academic Schools in Poland (KRASP) I participated in the works of a similar commission and chaired the Crisis Team, which has been working with the commission since the war in Ukraine began. The two-year period of intensive activity convinced me that it is necessary and reasonable to establish in SGH a Centre that would be able to make scientific analyses of relations between our countries and their conditions. I can see that here and now our university needs, and will also need in the future, a team capable of creating analytically reasonable recommendations for cooperation aimed at the economy, science, and social issues.

**Why the Ukrainian Studies Centre? So far, for three decades you have been connected to Canadian universities through intensive cooperation, which is now successfully continued by your alumni.**

Whatever happens in Ukraine, this country is and will remain our neighbour. The size of the tragedy in Ukraine makes us responsible for being humane. The direct neighbourhood adds the concerns about our own safety. We fulfilled this responsibility in an exceptional manner. Our difficult past did not interfere. Now, as time passes by, we must

think about the future. A new responsibility emerges - responsibility for reasonable building of the future. We need reasonable strategies of cooperation. And concerns about safety reposition the priorities.

**These are observations about multiple institutions. What is the role of universities, particularly SGH?**

The young generation, with its education, scientific development, lack of prejudices, ability to create social capital, will have enormous role in shaping the future. The responsibility lies with universities in both countries, and it poses a stimulus to develop academic cooperation. Education based on science is the foundation of preparation of leaders capable of running projects at each level of reconstruction of free Ukraine in collaboration with partners having necessary know-how. It is also a foundation for creating friendly and solidary neighbourhood. All this is contained in the mission of SGH.

**How will the Centre operate?**

The Centre has actually operated *pro bono* since March 2023. With Professor Yevheniia Polishchuk, who is currently on a Fulbright scholarship at MIT, we have made a comparative analysis of science and higher education systems in Poland and Ukraine. The text was published in a volume about social, economic, and geopolitical effects of the war in Ukraine, edited by Professor Dorota Niedziółka and Professor Mariusz Próchniak. As part of the Ukrainian Academic Diaspora, Professor Viktoriia Hurochkina and Professor Viktoriia Yanovska organised adaptation workshops for Ukrainian scientists, in which I also participated. I also held an open cycle of online lectures on management for one of the Ukrainian universities, which was a special experience for me. These promising initiatives proved to be rational, and showed that stronger organisational infrastructure is needed. We have also begun substantive scientific cooperation.

**What is the cooperation about?**

Currently Professor Hurochkina works on identifying barriers in economically rational use of human capital of refugees, and Professor Yanovska is analysing strategies of bilateral international cooperation and the role of third parties. Both research directions have an obvious practical dimension. Professor Polishchuk, due to her responsibility on the Fulbright scholarship, is in continuous contact with us, as an external partner. The researchers bring valuable context insight about functioning of the Ukrainian universities, obtaining data, identifying system discrepancies. They also are in live contact with Ukrainian universities, Ukrainian representation bodies, and their colleagues, graduate, and doctoral students in their home country.



**Viktoriia Hurochkina**

is a Professor, Dr. of Science in Economics (Entrepreneurship and Economic Security) at State Tax University, Ukraine. President of the Foundation "Ukrainian Scientific Diaspora in Poland" (2023), Warsaw, Poland. Assistant Professor, University of Zielona Góra, Poland. Guest Researcher, Polish Academy of Sciences and Austrian Academy of Sciences (2022).



**Yevheniia Polishchuk**

is a Professor, Dr. of Science in Economics (Finance), affiliated at Kyiv National Economic University, Ukraine; Fulbright visiting scholar at MIT, ex-Deputy on international affairs of the Head of the Young Scientists Council at the Ministry of Education and Science in Ukraine; co-founder of the Ukrainian Science Diaspora.



**Viktoriia Yanovska**

is a Professor, Dr. of Science in Economics (Transport Economics and Sustainable Development) at State University of Infrastructure and Technology, Kyiv, Ukraine. Full member of the Transport Academy of Ukraine. Vice President, Foundation "Ukrainian Scientific Diaspora in Poland" (2023), Warsaw, Poland. Guest Researcher, Polish Academy of Sciences (2022).



**Tomasz Szapiro**

is the Head of Center for Ukrainian Studies at SGH. MSc in Physics, PhD in Mathematics, habilitation, and full professor title in Economy. Rector of the SGH Warsaw School of Economics between 2012 and 2016. Adjunct Professor at Carlson School of Business at University of Minnesota. Currently Head of Anti-crisis Committee in the Conference of Rectors of Academic Schools in Poland. Former member of Council of National Science Center, and the National Council for Science and Higher Education. He also gained business experience in the Supervisory Boards of ING Bank Śląski, and Aviva Investors Poland (Head of Audit and Risk Committee).

### **So the rector's project has become an organisational form for your activities.**

Yes, in November 2023 His Magnificence Professor Piotr Wachowiak immediately accepted and supported my proposal, in December the relevant regulation was issued, and currently we are closing all the administrative matters, enjoying favour and support at every stage. The Centre is starting with two part-time employees with Ukrainian titles of professor, and is planning organic development based on Ukrainian refugees that are high-class specialists with organisational experience and extensive connections in Poland, Ukraine and beyond. Thus, we have created a bridgehead a small unit subordinate to the SGH Rector, dealing with scientific research and creating education offer, as well as obtaining financing for these tasks. These goals support activities of numerous SGH employees already working on the Ukrainian problems, without colliding with or duplicating them.

### **How do the knowledge and experience of Professor Hurochkina, Professor Polishchuk, and Professor Yanovska correspond to the goals and priorities of SGH Ukrainian Studies Centre? What are the concrete benefits of such specialisation in terms of developing academic cooperation and supporting reconstruction of and cooperation with Ukraine?**

All these three professors had been in charge of academic teams before the war, had gained international experience in cooperation with scientists from other countries, which I had learnt about while working on different subjects. Beside this potential, they have an excellent knowledge of the Ukrainian conditions - not only the culture and the language, but also institutional mechanisms or organisation of scientific projects. The

Professors parallelly continue online classes with graduate and doctoral students, and they present at conferences their papers. For us they are not only ambassadors of their universities, but also sources of expertise, which will be very useful in research and in developing academic relations.

**What are the advantages of developing international cooperation through SGH Ukrainian Studies Centre both for the university and broader academic community?**

Today internationalisation is an instrument of research work. Science continuously expands its scope of research. Economists can understand increasingly complex pieces of economic reality. To this end, resources have to be combined, growing funds must be obtained. It is easier to do it in collaboration. Research directions have to be selected carefully, based on diligent and critical analysis, which in turn is better and more effective in an international environment. I am a supporter of a thesis, unpopular nowadays, that in science you should begin from understanding. So I mostly focus on overcoming barriers in understanding complexity. One of such barriers is diversity of ethnic, institutional, scientific, or professional cultures. We aspire to overcome these barriers in cooperation between Polish and Ukrainian scientists, and thereby arrive at interesting outcomes and recommendations.


**What are your further plans?**

This month we had three presentations at a conference on international university cooperation. The presentations dealt with the strategies of scientific cooperation, including e.g. the case of Poland, Ukraine, and Japan, whose research systems and academic environments are highly differentiated. My further plans cover more academic publications, education programmes, project applications, establishing contacts with similar national entities and foreign institutions. In even longer perspective I plan to open a fully-fledged organisational unit in our university. Considering signals I have received so far about the integration of Ukraine with the European Union, I am a cautious optimist. An optimist, because many entities are interested in rebuilding Ukraine, and our institutions, enterprises and universities have an opportunity to play a significant role. A cautious one, because it will take a lot of time. True, it takes time to prepare reasonably, but it is still a risky time. Generally, from the university's point of view, the Centre will aim to balance its costs with obtained funds, and also to improve the potential for international academic and business cooperation.

**Considering the role of students as future leaders and creators of social capital, are you planning any specific initiatives of SGH to involve students in developing academic cooperation and shaping friendly, solidary neighbourhood?**

Initiatives of the SGH Warsaw School of Economics are in the hands and heads of its authority. I am responsible only for the Centre's initiatives. Obviously, we are willing to cooperate with students from Poland, Ukraine, and other countries. I already told you about my view on the role of understanding processes in any development, so we would prefer to begin such cooperation differently than typical certified classes - the university has an excellent offer, and better is the enemy of good. Therefore, our activities will focus on including students in research and organising less formalised meetings connected with the Centre's mission I mentioned.

**I started our conversation from your role in the project. Let me also close it with a similar, yet seemingly banal question: apart from managing what is your role in the project? Are you planning to do any research?**

First, I co-work with my Ukrainian colleagues. Each of us writes their own article and simultaneously a second text in cooperation with another person. Second, my personal interests are partly connected to my previous academic time, which, apparently, I cannot reject entirely. Recently I have observed numerous examples of superficial activities of different size, but always in the theatrical style ridiculed by Młynarski in his song *People will buy it [Ludzie to kupią]*. International work is not free from flashiness. That is why recently I have been particularly interested in hard indicators of effectiveness of international activities. What's more, the effect of academic activity evaluation on careers has been a hot topic in Europe, which is reflected by documents and measures of EUA (European University Association), CoARA (Coalition for Advancing Research Assessment) and Magna Carta. Already in my habilitation I discussed multi-criteria optimisation, I also promoted doctors in this field, in KRASP I chaired Commission for Accreditation and Rankings, and currently in EUA, I am in a working team of representatives of international rector conferences handling these issues. No wonder that effectiveness measurement and monitoring keeps me awake at night. And for Ukraine this is a key issue for obtaining funds and correct development. 

**EWELINA KĘDZIOR**, collaborator of the Press Unit, SGH  
Rector's Office



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# American investments in Poland

## – a report by SGH and AmCham

 ELIZA PRZEŹDZIECKA



PHOTO: MACIEJ GÓRSKI SGH

In June 2023, in cooperation with the American Chamber of Commerce (AmCham), SGH published a report titled *American Companies in Poland. Capital for Growth and Security*, presenting the operations of companies with an American capital share in our country.

The value of American investments in Poland amounts to 26 billion dollars and accounts for 12% of all foreign investments. American companies are the second most important group of foreign investors outstripped only by German enterprises. In recent years there have been new companies mushrooming in business services, logistics and the IT industry. In the years 2010–2021 the dynamics of American investments' inflow to Poland was 50% higher than that of all foreign investments.

Apart from that, many ventures have been financed with retained profit – such reinvestments, among others, helping develop joint service centres. Total employment in companies with an American capital share adds up to 327 thousand, and one in four of these job openings were created after 2018. Employment is the highest in service firms. Surprisingly, it is not McDonald's, frequently quoted as the largest employer among

★ Conference dedicated to the investment report of American companies in Poland.

American firms, which takes the lead. About 70% of this company's outlets are franchises, the employment of which is not included in corporate operations.

The ranking of American employers in Poland is topped by the giant Amazon company. Amazon does not offer only jobs in their warehouse services. In Poland it also runs three Technology Development Centres – in Gdańsk, Warsaw and Cracow, where new technologies are being developed for this company. In terms of particular industries, the fastest growing employment is seen in business services. American companies constitute the most numerous group of foreign investors and employers in this industry.

American investments stand out from other foreign investments by having a higher share of industrial production, whereas a majority of foreign firms operating in Poland deal in services and commerce. American companies in Poland allocated their largest investments and assets to the automotive and aviation industry.

Poland is an important spot on the map of American business locations in the Central and Eastern Europe. A quarter of all American investments in the CEE region is located in Poland. In

some industries Poland has taken over all projects in this part of Europe. For example: in food or metal production.

The industry with the highest number of companies among American firms are software development services, 137 companies operate in this field and it is primarily from Poland that they source highly qualified employees.


Almost 80% of American investments in Poland are located in four Voivodeships: Mazowieckie, Małopolskie, Podkarpackie and Wielkopolskie. Along with the Śląskie, Łódzkie and Dolnośląskie Voivodeship this group covers over 97% of American investments in Poland. The highest capital concentration can be seen in the Central, Southern and South-Western regions.

Employment in American companies in Poland is much less concentrated than investments, assets or revenue. Over one third of job places are found in the Mazowieckie Voivodeship, twice as many in the Wielkopolskie, Małopolskie and Dolnośląskie Voivodeship.

The flow of American capital to Poland will be encouraged by the much needed energy transformation, and many of the investors will be companies offering technologies for alternative energy sources (hydrogen, nuclear energy) and energy storage methods.






Apart from this, investments in IT and business services will keep flowing in, as Poland continues to maintain its advantage in terms of the labour market, even though currently investors tend to pay more attention to the employee availability and qualifications than cost.

Present value of the American capital in Poland accounts for a mere 0.65% of all investments by US entities in Europe which is viewed as the most important place for locating the business of American companies. There are four times more American investments in Europe than in Asia. Thus, it may be expected that in the future Poland will remain a vital market for American firms, and their engagement in the CEE region will grow as a result of the US implementing a strategy of preventing China's domination through developing transatlantic cooperation and replacing Asian manufacturers and suppliers with European and Polish providers. A new term of "friendshoring" has been coined in the context of American investments in Europe and Poland.

Moreover, after the war in Ukraine ends, we will be able to tap into the reconstruction capital flows, as due to corruption concerns these funds will rarely be streamed directly to Ukraine. The "frontline" investments may thus establish a safe foothold in Poland. 

**DR HAB. ELIZA PRZEŹDZIECKA**, prof. SGH, Director of the Institute of International Economics, SGH Collegium of the World Economy










## AMERICAN COMPANIES IN POLAND

	Number of companies	<b>1 576</b>	change on 2018 % of foreign companies	<b>2%</b> <b>6%</b>
	Assets* (millions of USD)	<b>58 936</b>	change on 2018 % of foreign companies' assets	<b>8%</b> <b>7%</b>
	Operational revenue* (millions of USD)	<b>68 967</b>	change on 2018 % of foreign companies' revenue	<b>14%</b> <b>12%</b>
	Investments* (millions of USD)	<b>26 140</b>	change on 2018 % of foreign companies' investments	<b>7%</b> <b>12%</b>
	Employment	<b>327 250</b>	change on 2018 % of foreign companies' employment	<b>23%</b> <b>15%</b>

\* data from banks and insurance companies

Source: American investments in Poland – a report by SGH and AmCham

## STRUCTURE OF THE MAIN TYPES OF OPERATIONS ACCORDING TO ASSET VALUE, REVENUE, INVESTMENTS AND EMPLOYMENT (IN PER CENT)

				
	Assets	Revenue	Investments	Employment
 Agriculture, forestry and fishing (section A)	<1	<1	<1	<1
 Mining and extraction (section B)	<1	<1	<1	<1
 Industrial production (section C)	38	39	48	38
 Retail and wholesale trade (section G)	13	25	11	10
 Services (sections: F, H, I, J, K, L, M, N, S)	45	32	39	47
Other operations (sections: D, E, O, P, Q, R)	3	3	1	4

Source: American investments in Poland – a report by SGH and AmCham



# Research policy for 2023-2032

 **AGNIESZKA CHŁOŃ-DOMIŃCZAK**

In September 2023, the Rector adopted a research policy at SGH. It was developed by a team of top researchers at our university. The introduction of the research policy is aimed at improving the quality and efficiency of scientific research at the SGH Warsaw School of Economics, and at raising its recognition in the national and international research environment. In addition, it is important to increase the attractiveness of SGH as a research-oriented institution.

The research policy sets an objective in the area of research: to achieve A category in all disciplines assessed at SGH by 2032, and for at least two of them to achieve A+ category, as well as to secure at least one grant awarded by the European Research Council.

The objective of the research policy is in line with the development strategy of the SGH Warsaw School of Economics for 2022-2032 for the development of scientific research excellence: it is to provide a basis for the development of knowledge, innovation and creativity, contributing to the improvement of the quality of life of societies, the functioning of economies and the development of civilization. The research policy defines priority activities and how to implement them.

As part of the research policy, the following main lines of action have been identified:

- development and support of ongoing research in priority areas, that focus on innovation, vital and resilient growth, and inclusive and resilient societies, taking into account the theory, research practice, as well as the important megatrends, such as the development of artificial intelligence. Research priorities are also linked to Sustainable Development Goals.
- internationalisation of the school's research activities, including the acquisition and implementation of projects in international cooperation, especially those funded by international institutions (such as the European Commission), internationalisation of doctoral school, and acquiring the missing AACSB accreditation to the "triple crown";
- open access and implementation of the open access policy, which serves to ensure universal and free access to the


knowledge contained in scientific works and research data developed as part of SGH research;

- cooperation with the social and economic environment, including partnership with the most prestigious economic conferences in Poland, supporting development of start-ups, enhancing cooperation with business and public policy actors;

The implementation of the research policy requires investment, particularly supporting academic careers. The research policy envisages:

- investing in researchers, particularly those at an early stage of their academic career: activities to support outstanding students, doctoral students, assistant professors and persons awarded a doctoral degree at an early stage of their scientific development. We also envisage activities contributing to the development of experienced researchers, particularly aimed at their ability to build research teams that operate effectively in an international research environment.
- Promoting gender equality. The Gender Equality Plan (GEP), adopted in 2022, is being implemented at the SGH Warsaw School of Economics. This plan contains a set of measures, the implementation of which is necessary to ensure that the principles of equality and diversity are respected by the entire SGH community and that it is free from any form of discrimination.

In addition, organisational solutions are planned for the adequate:

- support for the implementation of research projects: developing activities and procedures aimed at the effective implementation of scientific projects by developing resources and processes to provide ongoing support to project managers and project teams with regard to project organisation, reporting and record keeping. Efforts are underway to reduce barriers and simplify the existing procedures related to project implementation. The aim of these measures is to relieve scientists from doing administrative work.
- monitoring and evaluation of scientific activity: implementing solutions for the continuous and regular monitoring of the effects of the scientific activities of academic teachers, research units and colleges, which include: publication activity, implementation of research projects and international cooperation. Monitoring also serves to identify outstanding researchers and teams with the highest research potential. 

**DR HAB. AGNIESZKA CHŁOŃ-DOMIŃCZAK**, prof. SGH, Vice Rector for Research, Director of the Institute of Statistics and Demography, SGH Collegium of Economic Analysis

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# Generation 50+ in Poland. Guidelines for social policy

 IRENA E. KOTOWSKA

In the context of forecasted demographic changes, better utilisation of declining labour resources, especially **the human capital of the 50+ generation** on the labour market, **is crucial for Poland's development perspectives.**

The eighth round of the international research program SHARE (Survey of Health, Ageing and Retirement in Europe), launched in 2004, was conducted at the turn of 2019/2020, just before the COVID-19 pandemic ([SHARE50PLUS.PL](#)). Questions to respondents aged 50 years and older were about employment, working conditions, attitudes towards retirement, health status, intergenerational relationships including intergenerational transfers, especially care provided and received, as well as quality of life. The results of analyses in these areas, discussed at the conference "Generation 50+ in Poland and Europe: activity, health status, working conditions, intergenerational relationships, and exclusion", held on the 20<sup>th</sup> June at SGH, and widely discussed in the report from this round, encourage us to reflect on public policy in the context of ongoing demographic changes in Poland.

Poland, like other European countries and a growing number of developed countries, is at a stage of demographic development characterized by poor fertility remaining below the replacement level, with simultaneous increasing life expectancy and a growing role of foreign migration in shaping the dynamics of population and its demographic structure. This is not a temporary change

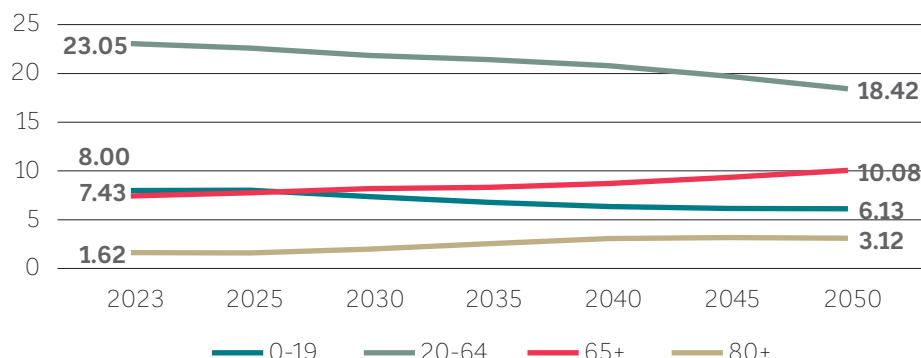


but a permanent transformation of the generational reproduction process. Additionally, in Poland, we have been experiencing low fertility for over two decades, which exacerbates the consequences of these changes, namely declining natural population change, decreasing population, and, above all, a significant transformation of population age structure.

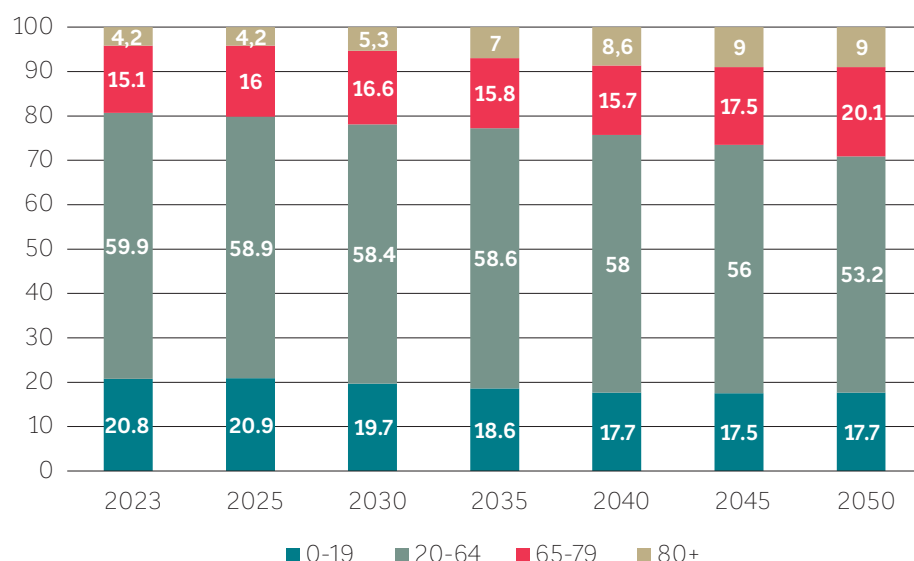
The latest population projection from Eurostat, published in March 2023, highlights the acceleration of the population ageing process: an increase in the number of people aged 65+ from nearly 7.5 million (19.1% of the total population) to around 10 million in 2050 (29.1%), with a significant increase in the group of people aged 80 and over (from 1.6 million to 3.2 million, i.e., from 4.4% to 9% of the total population). Importantly, the population ageing process is feminised – currently, women constitute 60% of people aged sixty-five and over, and as much as 69% of people aged eighty and over, while in 2050 the rate will be 57% and 64%, respectively. At the same time, the number of people aged 20-64 will be continuously falling, from the current approximately 23 million to nearly 18.4 million in 2050 (i.e., from 60.7% of the total population to 53.2%). Therefore, the proportion between the population aged 20-64 and 65 and over will get fundamentally worse - from the current 32 to 55 older people per 100 people aged 20-64 in 2050.

In the context of forecasted demographic changes, better utilization of declining labour resources, especially the human capital of the 50+ generation on the job market, becomes a key issue for the country's development perspectives. Although the employment of people aged 50-64 in Poland has been gradually increasing, it still remains below the EU average. Further improvement depends, among other factors, on adapting the work environment to the diverse needs and capabilities of this group, their health condition, and the possibility to combine professional work with care responsibilities. The results of the eighth round of the SHARE survey highlight the importance of changes in these areas. They indicate that Poland fares unfavourably compared to other European countries, both in terms of various aspects of job satisfaction and working conditions. It is particularly concerning that among Polish respondents, the largest group consists of discouraged individuals

### CHANGES IN THE STRUCTURE OF POLAND'S POPULATION BY AGE (%), EUROSTAT 2023 POPULATION PROJECTION




### CHANGES IN THE STRUCTURE OF POLAND'S POPULATION BY AGE (%), EUROSTAT 2023 POPULATION PROJECTION



(almost half of those surveyed), and slightly more than one-fourth are dissatisfied with their work.

If the work environment is not improved, it will be very difficult to change attitudes towards continued professional work and education, although findings regarding retirement expectations seem to indicate a growing awareness of the need for longer professional work. Findings about health condition do not make things easier either - limitations in professional work caused by health issues are much more common in Poland, and the divergence increases with age. The state of health of Polish residents was worse than that reported for all countries participating in the SHARE survey. Additionally, analyses showed that the overall state of health of respondents in Poland was below the level recorded for all countries participating in the SHARE survey. This confirms not only that a significant gap in

health condition between Poland and other countries is maintained, but also that pressure on medical and care services has increased.

The SHARE results confirm that caregiving responsibilities limit the professional activity of respondents. The Polish model of care provided to adult dependants, based mainly on family resources, in a situation where the demand for care is growing, will be increasingly pushing people aged 50 and over, especially women, out of the labour market. If it does not change, and informal care deficit is not reduced through the development of formal care, the caregiving gap will grow, contributing to deteriorating health of caregivers and dependants, and life quality of both these groups. 

PROF. DR HAB. IRENA E. KOTOWSKA, Institute of Statistics and Demography, SGH Collegium of Economic Analysis

# AI Lab – Intercollegiate Centre for Artificial Intelligence and Digital Platforms

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 BOGUMIŁ KAMIŃSKI, TYMOTEUSZ DOLIGALSKI

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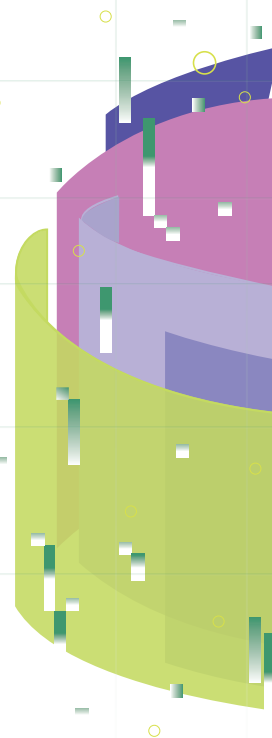
The use of artificial intelligence and digital platforms is one of the most important trends transforming the economy. **Our ambition is to ensure that our university is a leading research and application centre** in this domain both in Poland and internationally.

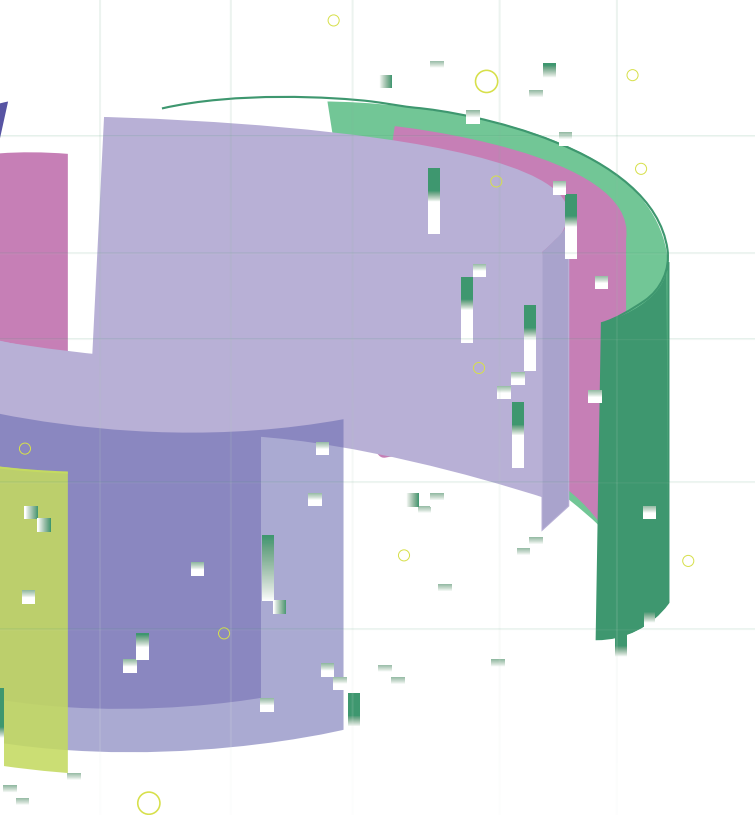


**A**I Lab – Intercollegiate Centre for Artificial Intelligence and Digital Platforms started its operations at SGH Warsaw School of Economics on 15 June 2023. Rector and SGH professor dr hab. Piotr Wachowiak has appointed the Centre's council comprising thirteen representatives of all collegia of our university and external experts from Polish and international research centres.

AI Lab is a research centre, whose objective is to integrate SGH employees and students interested in applications of artificial intelligence and digital platforms in economy. In recent years we have been receiving new information about advancement of machine learning and digital technologies on a daily basis. These advancements have had and will continue to have a significant impact on consumers, companies, and whole economies. AI Lab integrates research on this impact conducted in our school.

The Centre has already begun its activities. Since November 2022, dr hab. Tymoteusz Doligalski has been holding monthly intoDigital seminars. Additionally, soon there will be first conferences organized in cooperation with our Centre. In May 2024 the AI Summer digital conference





will be organized (<https://www.sgh.waw.pl/wydarzenia/ai-spring-sztuczna-inteligencja-w-naukach-ekonomicznych>), and in June 2024 together with international academic partners of our university we will host the 19th Workshop on Modelling and Mining Networks <https://math.toronto-mu.ca/WAW2024/>.

AI Lab is also active in the area of research projects.


The project “Methods and Applications of Data Analysis”, financed by Polish National Agency for Academic Exchange, is a two-year project aimed at developing cooperation between our university and its strategic academic partners in the area of data analysis methods and applications. Our partner universities are MIT, Erasmus University Rotterdam, McMaster University, Loyola University Chicago, Northeastern Illinois University, and Toronto Metropolitan University. Within the project we conduct research on artificial intelligence, organise workshops and conferences, prepare teaching materials that have already been introduced in classes taught in our school. We are also developing an index of maturity of digitalization of Polish companies. You can find more details about this project at <https://mizad.sgh.waw.pl/>.

The second project that we are currently working on is “Constructive Approach to Smart Technologies”. It is managed by Daniel Kaszyński, an assistant professor in our university. The project is co-financed by an international organization Global Partnership for Artificial Intelligence (<https://gpa.ai/>). The objective of the project is to develop best practices for implementing solutions employing artificial intelligence in business processes. We are currently preparing an internet portal that will be available for AI practitioners and will be used in classes taught at our university that deal with practical aspects of AI tools implementation in business.

Another important activity of AI Lab is development and application of standards of usage of generative AI tools, such as ChatGPT, in teaching processes in our school, most importantly with reference to BA and MSC theses.

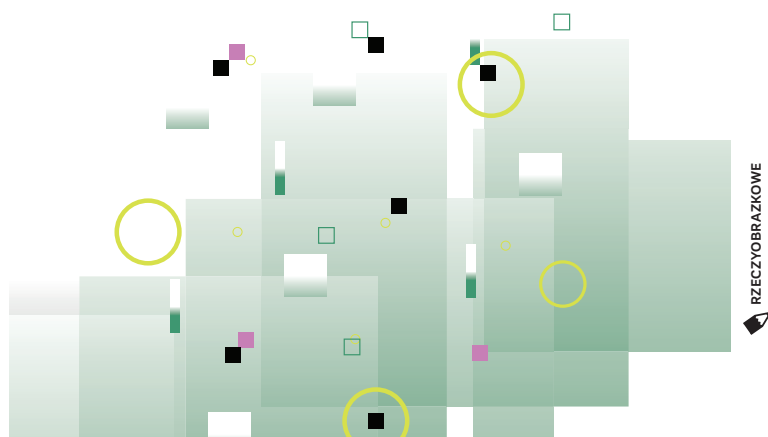
Finally, we actively support the university administration by sharing the knowledge of AI Lab experts. We are currently finishing implementation of an analytical tool that will help researchers from our university to report their scientific achievements to Polish Ministry of Science and Higher Education in a more efficient manner.

Finally, an important part of AI Lab activities is cooperation with external business partners. We are currently working on launching first innovative projects involving implementation of AI tools in cooperation with industry partners of SGH Warsaw School of Economics.

The use of artificial intelligence and digital platforms is one of the most important trends transforming the economy. Our ambition is to ensure that our university is a leading research and application centre in this domain both in Poland and internationally. We invite everyone who is interested in these topics to contact us. 

**PROF. DR HAB. BOGUMIŁ KAMIŃSKI**, Director of the AI Lab – Intercollegiate Centre for Artificial Intelligence and Digital Platforms, Head of the Decision Analysis and Support Unit, SGH Collegium of Economic Analysis

**DR HAB. TYMOTEUSZ DOLIGALSKI**, prof. SGH, Deputy Director of the AI Lab – Intercollegiate Centre for Artificial Intelligence and Digital Platforms, Head of the e-Business Unit, SGH Collegium of Economic Analysis



# intoDIGITAL: economic sciences in times of digital technology

 TYMOTEUSZ DOLIGALSKI

Participants of the webinar cycle into-Digital can attend lectures from the borderland of technology and economic sciences. The goal of these meetings is the share of knowledge among staff from different units and integration of people interested in this field of science. Additionally, the seminars provide a platform for spreading knowledge beyond SGH.

Since the start of the cycle in November, eight lectures have already been held. So far the topics concentrated mostly around two main areas: artificial intelligence and digital platforms. Speakers also presented information about quantum computers and graph theory, with emphasis on their application in economic sciences.

**I.** The topic of the first lecture was **QUANTUM COMPUTING FOR BUSINESS**. It was given by Dr Sebastian Zając, physicist specialising in the theory of elementary particles, which he currently uses for business analyses and applications. The lecture presented possibilities of use of quantum computers, as well as algorithms allowing for innovative solutions of optimisation problems and for machine learning. It was preceded by an introduction explaining key concepts of quantum physics, which are a basis for quantum computing with reference to artificial intelligence development.

**DR SEBASTIAN ZAJĄC** is an assistant professor at the Decision Analysis and Support Unit SGH. He carries out research on the use of quantum computing and quantum machine learning in optimization problems. At SGH he runs a class on the introduction to quantum machine learning.

In his works Stanisław Lem has many times expressed a view that **technology is an independent variable of civilisation**.

Even if one-direction relation seems too simplified, states, markets, businesses, and consumer behaviours are now shaped by technology development.



**II.** During the second lecture, **WHO SAID IT: A HUMAN OR ALEXA?** Dr Wojciech Trzebiński talked about how consumers respond to information provided by AI (e.g. sale chatbots). It turns out that the response for such information depends on the degree to which consumers consider a machine to be able to understand a product and a consumer. That is why AI recommendations based on product features are perceived better than those based on benefits, and empathy demonstrated by a chatbot may in some situations be perceived negatively. Moreover, research shows that consumers respond better to information from AI, if they perceive it as more "human". Dr Trzebiński presented latest results of research, including SGH experiments on consumers' response to AI advice on planning classes. The presentation was followed by an interesting discussion about what should be the priority focus of AI application designers: their operation quality or measures that would make their recommendations and advice better received by users.

**DR WOJCIECH TRZEBIŃSKI** works at the Department of Market, Marketing and Quality of SGH. He is interested in consumer response to product communication and consumer experience in digital environment. Currently he is engaged in research projects in collaboration with University of Nevada, Reno, University of Tennessee, Knoxville, (USA), University of Antwerp (Belgium), Erasmus University (the Netherlands) or Sakarya University (Turkey).

### III. **APPLICATION OF GRAPH THEORY IN SOCIAL PHENOMENA MODELLING**

It was given by Professor Paweł Pralat from the Department of Mathematics of Toronto Metropolitan University in Canada. According to Professor Pralat, practically each interaction with humans or technology generates data that are in relation with each other. Consequently, many social problems can be analysed as complex networks, whose nodes represent analysed entities, and edges – as relations between them. Graph theory is a field of mathematics that studies features of such objects. Exploration of complex networks to understand rules governing the way they are organised, and the way entities behave within a web is currently an important subject of research both in social and exact sciences. It explains, among other things, functioning of social networks, and is also used in big language models, which are a foundation of services such as ChatGPT.

The lecture focused on a method called *graph embedding*. The method is based on network transformation of graph structure on  $n$  vertices to a family of  $n$  vectors. In other words, after transformation each vertex is assigned a vector, which defines features and function of the vertex in the network. Thus, it is possible to detect nodes with specific characteristics, which in social networks can be for instance opinion makers or bots pretending to be users.

**PAWEŁ PRALAT** is a professor at the Department of Mathematics of Toronto Metropolitan University in Canada. He is also an associate professor at the Decision and Analysis Support Unit of SGH. In his research he concentrates on exploration and modelling social networks connected with random graphs.

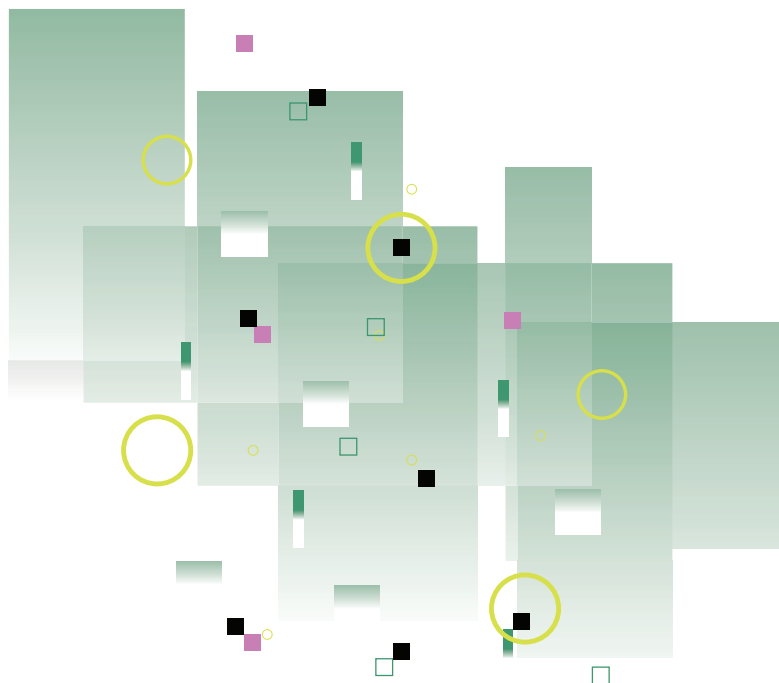
In his works Stanisław Lem has many times expressed a view that technology is an independent variable of civilisation. Even if one-direction relation seems too simplified, states, markets, businesses, and consumer behaviours are now shaped by technology development.

### IV. **AI REGULATION – INTERNATIONALLY COORDINATED APPROACH**

is the topic of the fourth lecture given by Robert Kroplewski, representative of the digitization minister for information society. Artificial intelligence poses interdisciplinary questions. AI modelling and application entails both advantages and risks for people, enterprise, society, and our planet. As a breakthrough technology, it also affects supply chains and competitiveness on the market, as well as resource management. Organisations such as OECD, the European Union, UNESCO, the Council of Europe, UNCITRAL, WIPO, or the UN, have presented their agendas to tackle AI regulation challenges in terms of ethical, economic, legal, and standardisation and technical aspects. As a result of these measures, artificial intelligence has for the first time become an object of both so-called hard law regulations and soft law in the form of ethical guidelines or technical recommendations. Results of these works are translated into implementation guidelines for entrepreneurs, but also creators of intelligent solutions, including researchers, and finally into obligations of states – members of international organisations listed above.

**ROBERT KROPLEWSKI** is a legal advisor, high-level expert in working parties on artificial intelligence. He is also an author of a strategic document, adopted by a resolution of the Council of Ministers, titled “Policy for the development of Artificial Intelligence in Poland by 2020”.





**V.** Fifth lecture, **CONSTRUCTIVE DISCUSSION ABOUT ARTIFICIAL INTELLIGENCE** was given by Borys Stokalski, expert from Global Partnership for AI (GPAI) on the Future of Work. Complexity of digital products and services has been growing for decades. Digital solutions have also become increasingly interdependent; even a simple service launched in a cloud can be perceived as a very complex item, considering the complexity of infrastructure it operates on and connections with other services. The increasing complexity of digital solutions raises multiple problems of practical nature.

The seminar presented CAST (Constructive Approach to Smart Technologies) framework and proposed a concept of framework supporting responsible design of solutions using artificial intelligence. It showed how to use it to plan the development of autonomous services, digital assistants, intelligent ecosystems or active digital models of real objects and processes (digital twins). CAST framework was created by a team of expert practitioners involved in the initiative Global Partnership for AI.

**BORYS STOKALSKI** is a co-creator of framework applied at GPAI to support designing solutions based on AI. He is also a co-founder and a partner of RETHINK, a firm specialising in supporting digital transformation of enterprises and public institutions, and an investor in young businesses creating products in the field of artificial intelligence and robotics.

**VI.** Sixth lecture, given by Tymoteusz Doligalski, was about **BUSINESS MODEL OF DIGITAL PLATFORMS BASED ON CANVAS APPROACH**. In the last twenty-five years digital platforms have radically changed the functioning of businesses and consumer behaviour, and have dominated undertakings in different industries, by introducing new rules of operation in their ecosystems. The lecture presented business model of digital platforms based on canvas approach. This approach presents common elements of digital platforms, irrespective of whether they are virtual communities or electronic markets. Special attention was given to mechanisms of adjusting supply and demand, and abusing the platform's privileged position.

**TYMOTEUZ DOLIGALSKI** manages e-Business Unit of SGH. He specializes in research on digital platforms, e-business and marketing models in the internet. He guided student teams winning global competitions in the use of internet search engines (GOMAC and GOMC). He publishes his articles and research notes on his blog **DOLIGALSKI.NET**.

**VII.** Seventh lecture, **INTRODUCTION TO CYBERSECURITY OF ARTIFICIAL INTELLIGENCE SYSTEMS**, was given by dr hab. inż. Jerzy Surma from Institute of Information Systems and Digital Economy. It discussed the issue of intentional attacks on artificial intelligence systems on the example of supervised machine learning systems. Professor Surma presented taxonomy of attacks involving interference with such systems on every stage of their life cycle. It is a particularly important issue in the situation of currently scant awareness of such potential threats, with simultaneously common use of artificial intelligence in business practice. These problems are broadly presented in the monograph *Hakowanie sztucznej inteligencji [Hacking artificial intelligence]*.

**DR HAB. INŻ. JERZY SURMA**, Professor of SGH at the Information Technology Unit and manager of postgraduate studies on Cybersecurity Management and Business Intelligence. Earlier he worked as a visiting professor at Harvard Business School. He runs a popular science channel on YouTube: <https://www.youtube.com/@JERZYANDRZEJSURMA>.

**VIII.** **DIGITAL PLATFORMS IN THE LIGHT OF CJEU CASE LAW** is the subject of the eighth lecture, given by Dr Małgorzata Godlewska from Department of Administrative and Financial Corporate Law of SGH. She presented selected case studies from the CJEU case law, concerning digital platforms:

- Uber – case C-434/15, where Article 56 on freedom to provide services of the Treaty on the Functioning of the EU (TFEU) does not apply to Uber;
- Airbnb – case C-390/18, where services of Airbnb are classified as information society services, or case C-674/20, where Airbnb providing to tax authorities specific data requested by these authorities concerning transactions

made on the platform does not breach Article 56 of TFEU;

- Facebook – case C-645/19 concerning cessation of use of social media plug-ins or monitoring pixels in the territory of Belgium.

Amazon – case AT.40462 – Amazon Marketplace and AT.40703 – Amazon Buy Box.

**MALGORZATA GODLEWSKA** is an assistant professor at the Department of Administrative and Financial Corporate Law of SGH. Her publications comprise economic analysis of the law in the context of artificial intelligence, innovation networks or digital platforms.

## IX. GENERATIVE ARTIFICIAL INTELLIGENCE – MY COPILOT IN AN ORGANISATION

The lecture presented the role of the natural language in creating and understanding technologies. It referred to the upcoming era of co-pilots, or artificial intelligence, which is becoming our valuable co-worker. The speaker also made an attempt to answer the question: How can the natural language democratize technology? How does generative artificial intelligence support various areas of business – from operational measures, through data analysis, to managing the product, and even the whole organisation?

**MARIUSZ GROMADA** is a director of Customer Intelligence Department at Bank Millennium, where he is responsible for building client relationships and personalization based on in-depth data analysis. He is passionate about exact sciences and technologies. He runs a blog called MathSpace.pl, where he writes about mathematics, data analytics, physics, and cosmology. He is also an active participant and author of open-source projects.

## X. DRIVERLESS CARS ARE STILL UNAVAILABLE – WHY AI STILL DOES NOT STEER OUR TRAVEL?

A driverless car, riding on streets and public roads, was announced in 2017. However, despite many years that have passed, the project still has not been finalised. Achievements and failures experienced by high-tech leaders, most of all Waymo, a sister company of Google, but also by established automotive industry producers, having existed on the market for more than 100 years, were presented and discussed by Wojciech Paprocki. It is difficult to overstate the benefits that would be brought by a revolution in mobility services induced by driverless cars, or robotaxi. There is enough motivation to spend tens of billions of dollars on development projects worldwide. Nevertheless, we still cannot see the expected results. A human fully concentrated on driving a vehicle is still irreplaceable. We already know that AI solutions are capable of performing multiple complex tasks, but are not precise enough to steer processes happening in a dynamically changing environment. Certainly, development works in the technology sector are not wasted, as traditional cars (passenger vehicles, trucks, and buses) are equipped with more and more sophisticated driver

assistance systems. This improves traffic safety and comfort of driving.


**PROFESSOR DR HAB. WOJCIECH PAPROCKI** is a professor of economic sciences. He conducts research and classes on the development and popularization of digital technologies, including artificial intelligence, in the economy. He is a director of Institute of Infrastructure, Transport and Mobility at the Collegium of Management and Finance of SGH.

## XI. ARTIFICIAL INTELLIGENCE AND ECONOMIC GROWTH IN THE PERSPECTIVE OF TECHNOLOGY PECULIARITY

According to median expert forecast by metaculus.com service, artificial general intelligence (AGI) at a human level will occur already in 2032. Its emergence will bring radical changes for the global economy and humanity as a whole. The lecture discussed various scenarios of the impact of AGI on the global economy, also in terms of acceleration of economic growth rate, falling demand for work, growing income inequality and possibilities of AGI self-improvement, as well as the issue of (im)possibility to ensure that AGI goals comply with long-term humanity well-being (so-called AGI alignment). The speaker presented arguments for the thesis that we are currently in a turning point of the human civilisation, and decisions concerning AI can be crucial for our common future. The perspective of AGI development carries not only opportunities, but also existential risks for humanity.

A lively discussion tackled also the issue of problematic measurement of intelligence caused by its multidimensional nature. The problems are particularly visible when we try to compare the intelligence of AI algorithms with a human.

**PROFESSOR DR HAB. JAKUB GROWIEC** is a head of Department of Quantitative Economics at the Collegium of Economic Analysis of SGH. His research focuses on the theory of long-term economic growth. In his latest works he deals with the role of mechanisation, automation, and technological development, including AI, in the economic growth. He is an author of the book *Accelerating Economic Growth: Lessons From 200 000 Years of Technological Progress and Human Development* (Springer, 2022), and a laureate of the National Science Centre Award (2020).

We would like to encourage all those interested to actively participate in the coming semester. Information on further meetings can be found in SGH newsletter, event section on the university website or seminar profile on LinkedIn ([HTTPS://WWW.LINKEDIN.COM/COMPANY/INTODIGITAL/](https://www.linkedin.com/company/intodigital/)). Recordings of previous lectures are available on **YOUTUBE**. 

**DR HAB. TYMOTEUSZ DOLIGALSKI**, prof. SGH, Deputy Director of the AI Lab – Intercollegiate Centre for Artificial Intelligence and Digital Platforms, Head of the e-Business Unit, SGH Collegium of Economic Analysis

# Poland's integration with the EU: Economic, regulatory, and political perspectives

 ARTUR NOWAK-FAR

## INTRODUCTION

It has always been crystal-clear that the process of Poland's integration with the EU was definitely a bundle of inextricably intertwined economic, regulatory, and consequentially, also political endeavours. The political element prevails in the motivation for EU integration, as it has a decisive impact on what the EU Member States opt to achieve in the context of the EU. The so conceived political perspective emerges through economic policy decisions, which - obviously - have a strong political content and which, at the end of the day, are to be achieved in a specifically defined regulatory framework. This framework comprises various levels of economic policy enforcement which - normatively - should reinforce each other in an EU subsidiarity model of public intervention. This model extends not only inwards (where it represents an assessment of the EU internal effectiveness and efficacy), but also outwards (where it is meant to achieve some global leverage arising from any synergies which may emerge out of public policies cooperatively defined by EU Member States and executed by them). In other words, EU Member States



(including, of course, Poland) opt to integrate with each other within the existing and emerging EU policy framework (on which they have their own impact) in the policy areas and to the extent likely to produce some value added, achievable only through a specific collective model of intervention where this value added is to emerge internally and/or internationally. The most fundamental political motivation for EU integration is usually defined in terms of political liberal pacifism. This motivation, quite important for Poland, implies that states which care about their ever increasing economic cooperation with other states, are not likely to solve any dispute which may arise between them by making recourse to military power.

Moreover, for many European post-colonial powers, with their high trade creation potential, EU integration represented an imperfect substitute for their colonial policies. For obvious historical reasons, Poland was among those EU Member States which shared the former motivation but by no means the latter one.

Irrespective of motivation, EU Member States wished to address "the global competition odds" which have been prevalent in the long run (since the second half of the 19<sup>th</sup> century) and which, for quite a long period of time, produced a noticeable decrease of the European countries' share in global exports and in what can now be approximated as the European GDP share in the global GDP.

Nowadays, European integration is also considered to guarantee viability and continuity of the European socio-economic model, apt to compete with other globally recognized models of social and economic development. Thus, it has become more outward-oriented.

## MANIFEST AND/OR STRATEGIC ADVANTAGES OF POLAND'S EU MEMBERSHIP

### EU Financial Statement for Poland

Any typical analysis of the advantages experienced by Poland over the years in the EU usually starts with (or quickly heads towards) the financial statement indicating that from the very beginning of Poland's membership in the EU until a given moment (let us say, January 2024), Poland's net balance with the EU general budget was positive. Indeed, in the period of May 2004 - January 2024, Poland's net balance was 143,4 billion euro (with EU payments to Poland amounting to 247,5 billion euro and Poland's payments to the EU general budget amounting to 84,1 billion euro). As a matter of fact, in recent years this net balance has decreased (from 13,2 billion euro in 2020 to 7 billion euro in 2023). Yet, the "net balance perspective" fails to hit the nail in the hook when it comes to the assessment of the quality of Poland's membership in the EU,

and is desperately inadequate to grasp the most important advantages arising from it. Thus, any analysis of the advantages (or disadvantages) of Poland's membership in the EU should extend its reach beyond that short-sighted perspective.

### **Achieving global leverage**

In the global context, Poland is naturally seen as a medium-size country with a quite fine, relatively open economy and a rather limited impact on global economic and political affairs. Such a state can (and should) persistently strive to create such a network of international alliances and treaties that would "get it out" of the said confinement, thus creating leverages and synergies not achievable when the state stands alone. From this perspective, participation in the EU, i.e. one of the most effective and efficient economic and political regional alliances representing a significant economic power (measured in terms of e.g. the size of its internal market and the volume and quality of international trade), has worked well for Poland.

### **Anchoring Poland in the Western world of alliances and fundamental values**

The most significant advantage of Poland's membership in the EU is of strategic political character. This membership should be seen as one of the most important anchors stabilising Poland's position among Western democracies. As such, EU membership must be perceived and assessed as a strategic political arrangement reciprocally reinforcing other alliances, especially that of NATO (i.e. defence-oriented one) and the Council of Europe (i.e. the one concerned with the quality of democracy, and in this context, especially with fundamental rights).

### **Contributing to high quality of legal protection of individuals and businesses**

The EU is often referred to as "a community of law". This statement highlights an essential token of the EU as an originator of important legal principles and regulations, which represent yet another (prioritised over the national legal system) layer of rules, which (a) are essentially meant to convey economic and social rights onto EU citizens and business undertakings operating within the EU internal market and (b) as such, they should be enforced by respective EU Member States in a (more or less) uniform way. Consequentially, for the Eastern and Central European countries (such as Poland), which in the past (i.e. under Communism) had experienced systemic illusion of granting laws which - for whatever reason - could not be enforced by individuals or businesses, accession to the EU meant a significant revolution resulting in a consistent enforcement of EU legal norms which have brought about a real change. That "regulatory revolution" had a spill-over effect on the entire legal system, as it required that Member States achieve a high level of effectiveness of their entire legal system - i.e. regardless of whether that component of the legal system arose from the EU legislation or the national one.

When it comes to the substance of EU legislation, the most significant, direct contributors to the welfare of individuals and businesses in Poland have been the EU rules concerning the EU internal market (and thus economic freedoms), consumer protection, environmental protection, food and water quality, labour relations, measures supporting agriculture, aquaculture and rural areas, and - last but not least - an extensive bunch of regulatory arrangements included in the EU Charter of Fundamental Rights.

Indirectly, the EU competition rules, the rules concerning territorial and social cohesion, the rules on cooperation in judicial matters, the rules on energy solidarity, as well as the extensive regulation on economic policy coordination can be considered the most important drivers of welfare in Poland (and the EU).

The said elements of the legal system have significantly contributed to the increase of Poland's stability and safety. Most importantly, they have increased the quality of state intervention in any public policy area where the EU has powers. Strikingly, when as a result of the Russian invasion on Ukraine defence needs of all EU Member States increased, their citizens realised that shortages in the powers invested with the EU have begun to emerge as major deficiencies in the EU-wide defence capacity.

### **Risk of Regulatory Deficiencies**

As it has already been said, the European Union is a "Community of law". This statement also implies that the EU achieves its goals and objectives mostly by making it possible (or even encouraging) for its Member States to enact the relevant law on the EU level and/or to somehow coordinate their EU law implementation/enforcement efforts in respective domestic legal systems. This mode of EU operation gives rise to a relatively high risk of overregulation (on the EU level) and regulatory "gold-plating" (on the domestic level) - the latter denoting a practice where the national authorities exceed the level of regulatory intervention beyond what is necessary to achieve the EU legitimate goals and objectives.

This natural systemic penchant of the EU is well identified. Yet, on the other hand, remedies to reduce the risk of consequential regulatory deficiency (i.e. contributing to inflated compliance costs) are in place both on the EU and domestic level - mostly in the form of various arrangements for regulatory impact analysis. Regardless of these arrangements, the regulatory deficiency risk cannot be completely eliminated especially considering the fact that each and every EU regulation is likely to produce asymmetric effects in respective Member States resulting mostly from the distance of their legal system from the EU pattern, the diverse economic structures which react differently to legislative stimuli and the differences in administrative and legislative capacities. Thus, as any other EU Member State, Poland sometimes bears excessive and sometimes deflated (in comparison to other EU Member States) cost of compliance with EU regulation.

### **CONCLUSION**

The most important advantage of Poland's membership in the European Union arises from achieving global economic and political leverages and synergies the EU produces for its Member States.

It is very important to stress that the net balance of payments from and to the EU general budget (at this moment, in 2024, still positive for Poland) should be considered important, but not the most important measure of effectiveness of Poland's membership in the EU. With the increase of the quality of Poland's economic performance, the net balance should soon be substituted for more influence on the EU matters and a more effective exercise of the EU global leverage.

Pursuing this type of leverages should now be priority for Poland's EU policy. 

# Financial flows between Poland and the EU in 2004-2023 and prospects for their changes

ELŻBIETA KAWECKA-WYRZYKOWSKA



Since joining the EU, Poland has benefited from significant funds from the EU budget. But at the same time, it also contributes to this budget. In this context, the following questions must be asked: What is the size of transfers received in relation to the contributions? What are the prospects for continuing the current proportions between transfers and contributions after 2027, when the current 7-year EU budget (Multiannual Financial Framework - MFF for 2021-2027) ends? For what does Poland expend the EU funds and who benefits from them? This article attempts to answer these questions.

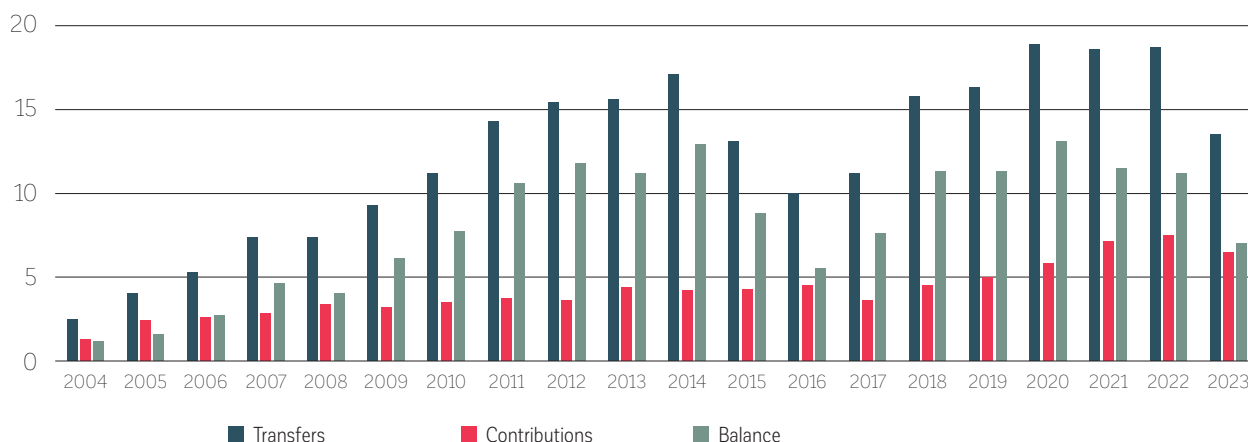
## 1. TRANSFERS FROM THE EU BUDGET TO POLAND AND THEIR STRUCTURE

According to official data from the Ministry of Finance, from 1<sup>st</sup> May 2004 to the end of 2023, Poland received a gross amount of EUR 245.5 billion (current prices) from the EU. The amounts of the transfers varied in different years (see Chart 1), but averaged around EUR 12 billion annually, which was an equivalent of about 2-3.5% of Poland's annual GDP (see more below). Almost two-thirds of the funds received (i.e., EUR 161 billion) were allocated to projects under the EU cohesion policy, which aims to reduce development disparities between regions and countries. Less than one-third of the transfers (EUR 76 billion) was allocated to support Polish farmers and rural areas (under the EU Common Agricultural Policy - CAP). The remaining 4% addressed other instruments, including the Connecting Europe Facility, migration

funds, as well as a part of pre-accession and transitional funds which flowed into Poland after its accession to the EU.

### Money by cohesion policy funds<sup>1</sup>

EU cohesion policy projects were implemented for money from several EU funds: European Regional Development Fund (ERDF), Cohesion Fund, European Social Fund (ESF), and Just Transition Fund (JTF). The biggest one is the ERDF; in 2004-2023 it accounted for 51.5% of funds allocated for the EU cohesion policy in Poland (Chart 2), while in 2021-2027 it will be 62% of the total amount of EUR 64.4 billion for cohesion policy. Most of the ERDF funds went to the poorest Polish regions. The main eligibility criteria for beneficiaries were: GDP per capita in the region not exceeding 75% of the EU average GDP, based on purchasing power parity (PPP), and the unemployment rate. Since the accession, all Polish voivodships, as less developed regions, have qualified for support from ERDF. For the purposes of the cohesion policy in the 2021-2027 programming period, the Mazowieckie (Masovian) voivodship is divided into two regions: Masovian region and Warsaw Capital region. The latter is among the better-developed regions (average PPP-based GDP per capita was 166% of the 2021 EU average), which also benefit from the cohesion policy, although to a much lesser extent than less developed regions. The Masovian region (much more populous) is still less developed (PPP-based GDP in 2021 was 67% of the average EU income per capita). Due to this decision, both parts of the voivodship received relatively more support than if the previous solution was continued. Additionally, since 2021, two voivodships - Wielkopolskie (Greater Poland) and Dolnośląskie (Lower Silesia) - have been eligible for support for regions under transition. Their GDP per capita falls between 75% and 100% of the EU average income (in 2021, it was 83% and 86% of the EU average, respectively).<sup>2</sup> The aim of this support is to facilitate

**CHART 1: POLAND'S SETTLEMENTS WITH THE EU IN 2004–2023, (EUR BILLION)**

Source: Own elaboration based on the Ministry of Finance data, <https://www.gov.pl/web/finanse/transfery-polska-ue-unia-europejska>

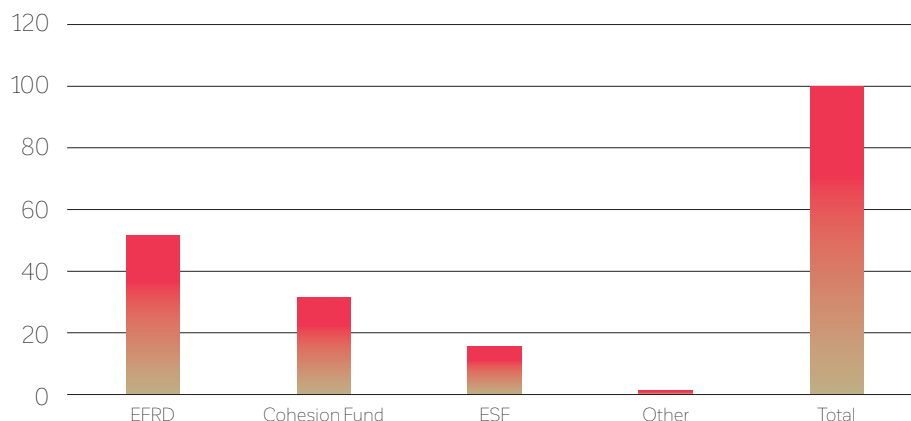
a smoother adjustment to even lower funds in the future, when the region's wealth exceeds 100% of the EU-27 average GDP.

The second fund in terms of size, after ERDF, that Poland benefited from after the accession, was the Cohesion Fund (31% of EU cohesion policy funds allocated to Poland in 2004–2023, and slightly below 15% in 2021–2027). It is intended for less affluent countries, whose purchasing power parity-based Gross National Income (GNI) per capita is lower than 90% of the EU-average. It finances large (often cross-regional) projects in two areas of the economy: environment protection and development of trans-European networks (transport infrastructure). Private capital entities are reluctant to make such investments (due to the

very long return period), so in all countries they are mainly financed from public funds. EU funds therefore reduce the burden on national budgets, which are always insufficient relative to needs.

16% of EU cohesion policy funds were allocated to Poland under the European Social Fund (ESF; 17% in the years 2021–2027; since 2021 the fund has been renamed European Social Fund Plus, ESF+). It is the main EU financial instrument that supports preventing and combating unemployment, as well as developing human resources (by raising and changing qualifications, among other things) and social integration in the labour market.

A new financial instrument of cohesion policy under the MFF 2021–2027 is the Just Transition Fund (JTF). It supports areas most affected by

**CHART 2: EU COHESION POLICY IN POLAND IN 2004–2023 BY FUNDS, (%)**

Source: Own elaboration based on the Ministry of Finance data, <https://www.gov.pl/web/finanse/transfery-polska-ue-unia-europejska>

the consequences of the energy transition in pursuit of climate neutrality and prevents exacerbation of regional disparities. It is therefore a tool to mitigate the negative effects of energy transition. To achieve these goals, JTF supports investments in areas such as clean energy technologies, emission reduction, and regeneration of industrial areas. Thus, it facilitates implementation of the European Green Deal, which aims to achieve EU climate neutrality by 2050. In December 2022, the European Commission accepted five Polish operational programmes worth EUR 3.85 billion, which will benefit from financial support under the Just Transition Fund.<sup>3</sup> They cover mining areas in Górny Śląsk (Upper Silesia), Western Małopolska (Lesser Poland), and Wielkopolska (Greater Poland), as well as in Dolny Śląsk (Lower Silesia) and Łódź.

Since 2014, Poland has also benefited from the Connecting Europe Facility (1.5% of all transfers received by Poland, i.e. EUR 3.7 billion). These funds are managed directly by the European Commission, and are supposed to help fill missing connections in the European digital, energy, and transport infrastructure (within the trans-European transport network TEN-T). As a consequence, the financed actions are to ensure sustainable economic growth, job creation, and improved competitiveness through investments at the European level. Significant sums from this programme have been allocated to the construction of Polish sections of the Via Baltica network (an expressway from Warsaw through Lithuania and Latvia to Estonia, the main road connection between the Baltic countries, linking them through Poland to Western Europe) and Via Carpatia (a European north-south route connecting Klaipėda in Lithuania with Thessaloniki in Greece and running through Poland for a long stretch).

### Sectoral structure of cohesion policy funds

According to reports from the ministry responsible for implementing structural funds, the majority of transfers (at least 60% in most Polish voivodships, and even more in some) have so far been allocated to the development of basic infrastructure (transport, energy, social, and environmental protection).<sup>4</sup> Examples of investments with EU co-financing include construction of metro and tram route to Wilanów in Warsaw, modernisation of the Świnoujście-Szczecin waterway, construction of various motorway sections: A1, A2, A4, and the S2 expressway; construction of a waste management system for the Warsaw, Gdańsk, and Łódź agglomerations.

The remaining EU funds (excluding infrastructure and environmental protection) have been used to support the manufacturing sector (especially small and medium-sized enterprises), including businesses modernisation, and human capital development. These funds comprise also money

for education and schools, as well as improvement of living and working conditions for residents (construction and renovation of public utility buildings, historic buildings, improvement of communal and health services quality).

EU funds were distributed through various programmes practically to all social groups, including entrepreneurs, farmers, local governments, non-government organisations, educational and research institutions. They have stimulated entrepreneurship and encouraged many entities to apply for financing, since part of the project could be covered by non-repayable funds. The way the funds were spent was monitored and later controlled, which has often been criticized as unnecessary bureaucracy. The experience has shown, however, that every year there are cases of unjustified expenditure, corruption, circumvention of regulations, etc. It is therefore necessary to control the spendings to ensure that the funds are used as efficiently as possible, although the scope and rate of detail of such controls are a matter of discussion.

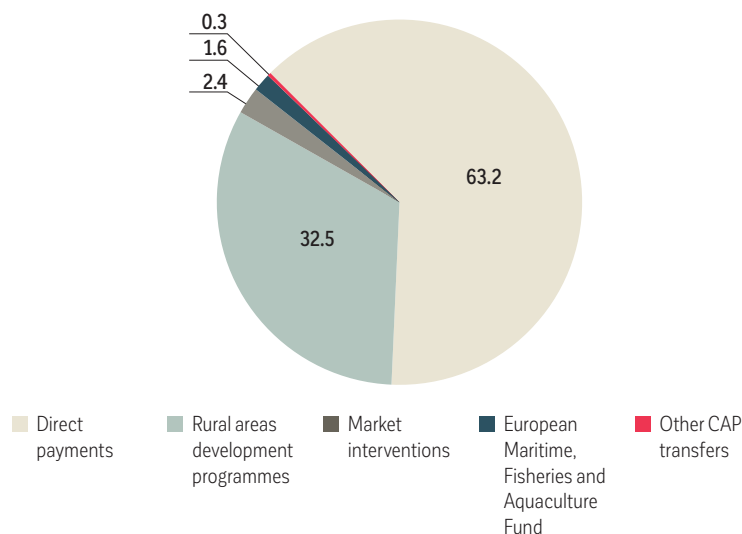
### Significance of cohesion policy funds

Evaluating the use of structural funds in Poland, economists generally agree that the money has undoubtedly improved living and working conditions of residents and overall civilization progress (thanks to the more efficient road, rail, communal infrastructure, better-equipped schools, hospitals, environment protection efforts, etc.). In recent years, the share of these funds in public investments in Poland has exceeded 50%.<sup>5</sup> However, positive effects of these funds are less visible in terms of sustainable productivity growth, modern technologies development, and internationally competitive products based on them,<sup>6</sup> although these proportions are gradually improving. Some actions have proven to be misguided and even started to generate costs.

On the other hand, it is also true that without the well-developed infrastructure (with motorways and expressways), the number of Polish and foreign investors who have decided to invest their money in Poland would have definitely been lower. It is also unclear, whether earlier, in the conditions of much poorer capacity to absorb EU funds, Poland would have been able to use them more efficiently for innovative projects and future-oriented scientific research.

## 2. FUNDS UNDER THE COMMON AGRICULTURAL POLICY

The character and goals of the Rural Development Programme (RDP) and European Maritime and Fisheries Fund, stipulated in the CAP, were similar to the EU cohesion policy. Their aims were to modernise farms, create new jobs in rural areas, adapt products to EU requirements, and restructure maritime and fisheries sectors. Money

**CHART 3: CAP FUNDS FOR POLAND IN 2004-2023, (%)**

Source: Own elaboration based on the Ministry of Finance data, <https://www.gov.pl/web/finanse/transfery-polska-ue-unia-europejska>

allocated to Poland for these aims amounted to almost EUR 25 billion since the accession (32.5% of CAP funds and 10% of the entire allocation for Poland in the years 2004-2023). Other transfers under CAP (about EUR 48 billion) covered mainly direct payments made annually to farmers to support their incomes. The payments accounted for almost 63% of CAP funds (Chart 3) and 20% of total EU funds for Poland.

The direct payments have been most important for farmers, as they account for a significant portion of agricultural revenues. Although their share changed over time, they averaged about half of agricultural incomes from 2004 to 2018.<sup>7</sup> The rest came from the sale of agricultural products. The payments' importance is determined not only by their dominant share in the total financial transfers under CAP, but also by their widespread nature. That is because they support, to a varying degree, budgets of almost all the agricultural farms. In addition to the financial aspect, an undeniable advantage is the certainty of their receipt and stable amount. Payments are guaranteed under the CAP, and their rates are usually set for seven-year periods within successive multi-annual budgets. Such stability is of great importance in conditions of significant variability of agricultural products prices in global markets, and encourages farmers to develop agricultural production. It is also essential that farmers have the freedom to dispose of the money (they can spend it on investments as well as current consumption, not necessarily related to agricultural activities), unlike funds for rural development, which are aimed at specific objectives and are subject to filing proper applications, with

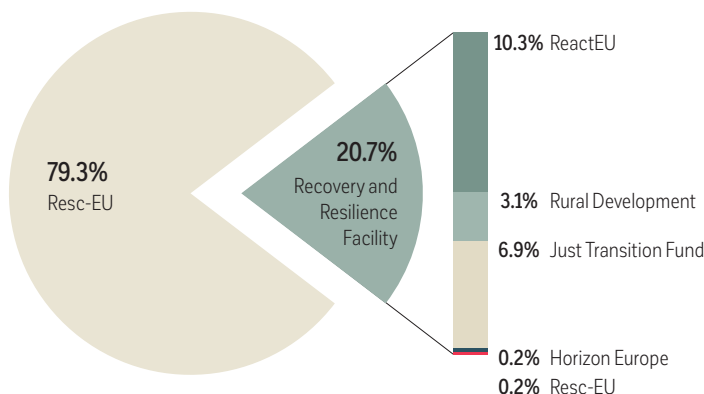
no guarantee of receiving funds. The fact that Polish rural areas and agriculture had been included in CAP mechanisms, has significantly increased the revenues of rural residents. On average, no other social group has benefited from Poland's accession to the EU as much as farmers. As a result, the income gap between rural and urban areas has decreased, although it is still significant. However, let us note that since the accession, the costs of agricultural production have also increased, partly due to adjustment of Polish indirect tax regulations (e.g., prices of fertilizers, seeds, machinery, etc.).

Direct payments, although important for farmers, have had various macroeconomic effects. On the one hand, large sums received by a small number of big farms (revenue from payments depends mainly on farm size)<sup>8</sup> have strengthened their production potential, accelerated modernisation, and improved the competitiveness of their products. On the other hand, among approximately 1.3 million farms receiving payments, as many as 52% are small and very small ones (1-5 hectares). Some of them do not produce goods for the market, but solely for their own needs. In this case, the payments serve as social support instead of creating incentives to modernise and improve competitiveness of agriculture. They also slow down the outflow of land and labour resources from small, unprofitable farms to the market.<sup>9</sup>

Since 2023, funds for the reformed CAP have been by 10% lower (in real terms) than in the previous period. The allocation for Poland until the end of the current multi-annual budget, i.e., over five years (2023-2027), is EUR 25.1 billion, which is over 8% of the total EU CAP budget. Of this amount, EUR 17.3 billion (85% of the total) are payments, while the remaining EUR 3.1 billion (15%) are allocated to rural development.<sup>10</sup> The proportions of CAP funds allocated for these two main types of support thus differ significantly from the previous period and assume significantly lower amounts for structural changes in the agricultural sector in the coming years.

### 3. NEXT GENERATION EU

During the European Council meeting in July 2020, where EU leaders agreed on the EU's multi-annual budget for 2021-2027, an extraordinary support programme for EU countries to recover from the recession caused by the COVID-19 pandemic was also adopted. The programme, called "NextGenerationEU" (NGEU), amounts to a staggering EUR 390 billion<sup>11</sup> in the form of non-repayable grants and EUR 360 billion in preferential loans. These add up to EUR 750 billion, or about 75% of the current seven-year EU budget. The funds should be spent and settled by the end of August 2026 to see their effects as soon as possible. At least 30% of all expenditures (including those under the CAP) must be allocated by Member

**CHART 4: DISTRIBUTION OF NGEU GRANTS IN POLAND  
(% & EUR BILLION)**

Source: Own elaboration based on the Ministry of Finance data,  
<https://www.gov.pl/web/finanse/transfery-polska-ue-unia-europejska>

States for climate protection, and further 20% for digitalisation. Poland's allocation amounted to EUR 29.5 billion in grants (7.6% of total NGEU grants), ranking it fifth on the list of the largest beneficiaries of this programme. More substantial funds have been earmarked for larger countries, which were the most affected by the pandemic, such as Italy, Spain, France, and Germany.

The most crucial part of the new programme is Recovery and Resilience Facility, amounting to EUR 312.5 billion in grants and slightly more in loans, of which Poland should receive EUR 23 billion (Chart 4). Like other EU member states, Poland can access this instrument after preparing a national Recovery and Resilience Plan<sup>12</sup> (RRP) followed by its approval by EU institutions, and meeting various conditions specified in the plan.

Until the end of the previous government's term (United Right coalition), Poland could not access the funds from the RRP<sup>13</sup> as it failed to meet many conditions, or so-called milestones. In its evaluation of the Polish RRP, the European Commission found particularly that Poland had repeatedly and in various ways violated the principles of rule of law.<sup>14</sup> These principles, provided for by EU treaties, were further specified in Regulation 2020/2092 (the so-called Rule of Law Conditionality Regulation). Its aim is to protect the EU budget from breaches of the rule of law principles that "directly affect or seriously risk affecting the sound financial management of the Union."

The new government of coalition parties that won parliamentary elections on 15th October 2023, took numerous corrective measures to meet the requirements related to the RRP and prevent the loss of these funds. However, previous violations

of the legal system and the division of competencies between various branches of power prove to be so significant that they require a longer time to repair the system without further legal violations. A short-term success was an application filed with the European Commission by the new government for an advance payment just two days after it took office (15 December 2023). This allowed for the first transfer of just over EUR 5 billion at the end of December 2023 (current prices). This happened despite Poland still not meeting many milestones. That is because the funds come from a new programme launched by the EU in 2023 called RePowerEU,<sup>15</sup> which is to develop green energy as part of RRP. Advance payment provided under the programme (up to 20% of the value of the funds applied for by the Member State) was not subject to any additional requirements, which means no milestones had to be implemented. Both the European Commission and the Member States aimed to ensure that access to these funds was as simple and fast as possible, in order to reduce the EU's dependence on Russian fossil fuels.

On February 23, 2024, the European Commission unblocked all funds from the RRP and cohesion policy for Poland. These are huge sums to be used for socio-economic development purposes. They include approximately EUR 60 billion in the form of grants and preferential loans under the RRP and EUR 76 billion from cohesion policy. The great challenge for Poland is to spend this money wisely: in the case of RRP, there is only 2.5 years for this.

#### Polish contributions to the EU budget

Contributions to the EU budget are payments made by each state, calculated separately for different sources. In absolute values payments of 27 EU Member States in the current Multiannual Financial Framework amount to about EUR 150-160 billion a year.<sup>16</sup>

From the accession to the end of 2023, Poland contributed EUR 83.7 billion to the EU budget. This sum is equal to one-third of transfers received by Poland, which means that transfers to Poland were approximately three times higher than the contribution to the EU budget. The payments were made from several independently calculated sources. The first one is revenue from customs duties according to the Common Customs Tariff (so-called traditional own resources). In the analysed 2004-2023 period the amount accounted on average for 13.4% of the Polish contribution to the EU budget (Chart 5) The share of payments from part of VAT proceeds (0.3% of tax base), introduced later in the EU (in 1979) was similar (13.9%). The third, definitely the biggest part of the payment (64.7%) is calculated on the basis of the share of Polish GNI in the EU GNI (this contribution component therefore reflects the wealth of EU Member States).

It has been growing gradually since Poland's accession, along with the convergence of Polish incomes with the EU average and increasing share of Polish GNI in the Union's GNI as a whole.<sup>17</sup>

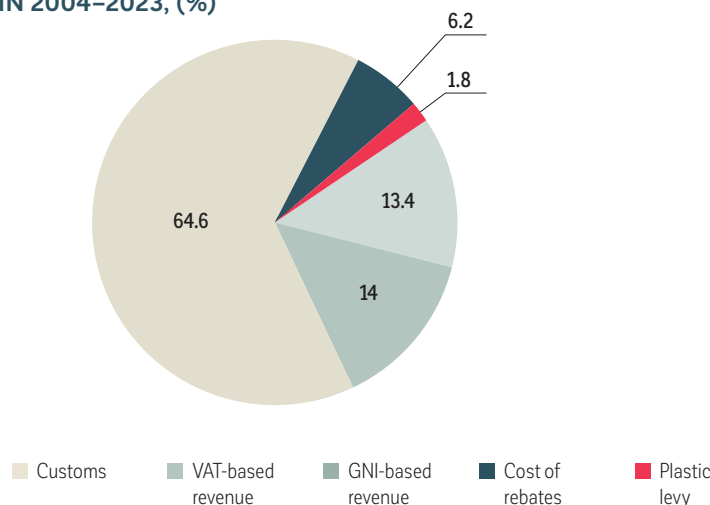
Since 2021, the three sources of financing the EU budget<sup>18</sup> have been complemented by a new source of revenue - so-called plastic levy. Specifically, this is a payment based on the amount of non-recycled plastic packaging waste in each member state, and its value is EUR 80 per tonne. The amount of contribution to the EU budget therefore depends largely on the share of waste that is not recycled and is the most burdensome for those states where the rate is the highest. In practice it refers mostly to the states that joined the EU in 2004 and later, but also to some more developed EU countries, including Italy and Spain. In order to alleviate the burden of these payments, lump sum reductions of due contributions ("rebates") were agreed during negotiations on EU budget for 2021-2027. Poland is one of the beneficiaries of such reduction, where its amount is EUR 117 million annually.<sup>19</sup> The resultant plastic levy for 2021-2023 was EUR 1.5 billion, or almost 1.8% of the total Polish contribution.<sup>20</sup>

The rest of the Polish contribution (since the accession), i.e. 6.2%, was used to cover various reductions in EU budget contributions, enjoyed in the past by the biggest net contributors (UK until it left the EU, Germany, the Netherlands, Austria, Sweden, Denmark).<sup>21</sup> These reductions were financed by all the other EU members, which was necessary due to the Treaty requirement for a balanced budget.

### Settlement balance

After deducting contributions to the EU budget (EUR 83.7 billion), Poland received EUR 161.8 billion in net terms. In the entire analysed period Poland was the largest beneficiary of EU budgetary funds. In 2021 its share in transfers from the budget was 13.3%, although the share of a few next beneficiaries: Italy, Spain, and France, was only slightly smaller: 12% for all the transfers in each case.<sup>22</sup> Poland's first place reflected a respectively low level of wealth of the Polish society, compared to other EU states,<sup>23</sup> large population (8.3% of EU-27 inhabitants in 2022) and big area of land eligible for support under CAP. In terms of the value of transfers per capita, or in relation to GDP, Poland was on further positions. In 2020 the highest net amounts of funds per capita went to Lithuania (EUR 750), Estonia (EUR 590), Latvia (EUR 530), and Hungary (EUR 485). In Poland, the amount of transfers calculated this way was EUR 330.<sup>24</sup> Also in relation to GDP, net transfers bigger than in Poland were recorded in 2018 by Hungary and Lithuania (approx. 4% of their GDP), and Latvia, Bulgaria (3% of GDP) and some other countries. In Poland in the same year 2018 they accounted for 2.6% of GDP.<sup>25</sup>

**CHART 5: POLAND'S CONTRIBUTIONS TO THE EU BUDGET IN 2004–2023, (%)**



Source: Own elaboration based on the Ministry of Finance data, <https://www.gov.pl/web/finanse/transfery-polska-ue-unia-europejska>

Let us note, however, that the size of transfers was lower than that of foreign direct investments (FDI) after Poland's accession to the EU, which in 2003-2020 accounted for approximately 3.4% of GDP.<sup>26</sup> Thus, net annual inflow of funds from the EU budget to Poland amounted to about 70% of average annual FDI.<sup>27</sup> From the point of view of the country development, FDI have been more significant than public funds from the EU budget. This conclusion is based both on the bigger scale of financing, and the higher probability that FDI made by foreign investors have been more effective, as they have been motivated by the interest in ensuring their profitability. However, let us not forget that FDI would not have been so large, if Poland was not an EU Member State, and if the European funds did not improve its infrastructure, legal stability, and other conditions for business activity.

Evaluating the size of transfers from the EU budget from the point of view of the beneficiary, let us add that the volume of money actually invested in Poland was higher due to necessary national co-financing (except for direct payments and a few other instruments). The scope of the latter varies among specific funds and projects, between 15% of a project value (e.g. in less developed regions) and 50% (in more developed regions), while for the Cohesion Fund it is only 15%. At the same time, the projects must have been settled no later than by the end of the third year after the year of signing the respective contract (so-called n+3 rule). This rule requires the beneficiaries, i.e. both public authorities and private businesses, to perform their contracts in accordance with schedule. It also means that the effects of cohesion policy occur after some lapse of time relative to the year of contract conclusion.

#### 4. PROSPECTS OF POLAND'S SETTLEMENTS WITH EU BUDGET

Although Poland has uninterruptedly been a net beneficiary of EU budget funds (and the biggest one in terms of the amounts received), the volume of transfers will be falling (in real terms) and soon Poland may become a net contributor, paying more than receiving from the EU budget. Several phenomena indicate such possibility:

1/ As a result of progressing convergence of revenues in relation to the EU average, Poland will gradually become less eligible for support as part of EU cohesion policy in the coming years (current EU budget rules are in force until the end of 2027). This refers both to the Cohesion Fund and to the ERDF, although in some Polish regions GDP per capita is still much lower than the EU average, and they will remain in the group of less developed regions still for a long time.

2/ There is a risk that from 2028 the EU budget for cohesion (and, possibly, for agricultural policy) will be reduced again, due to a strict stance of the wealthiest, so called "frugal" states (more bluntly referred to as "misers"), which demand downsizing of the EU budget. They justify their positions by tensions in their own national budgets.

3/ EU states face new problems the solution of which requires more and more financial resources. One of them is the inflow of immigrants and the necessity to strengthen external borders, as well as to find other solutions effectively alleviating migration pressure. New big financial needs of the entire Union are also related to the ambitious European Green Deal and the goal of climate neutrality by 2050. These challenges will continue to exert pressure to divert some of the funds from traditional areas to new tasks, such as manufacturing items contributing to the achievement of the zero-emission goal, like heat pumps, photovoltaic panels, wind turbines.

4/ Decrease in money transfers to Poland will be accompanied by a rise in contribution the EU budget, hopefully reflecting further revenue convergence.

5/ Smaller amounts transferred to Poland and other beneficiaries in the future will also be a consequence of further EU expansion. In 2024, official candidates to the EU are Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, Serbia, Georgia, Moldova, Ukraine and Turkey (negotiations with the last one were suspended in 2016). These are all less wealthy countries, which undoubtedly count on support from both largest European policies: cohesion policy and CAP. Accession of each of these candidates will entail redirecting some of the funds currently flowing to the present Member States, including Poland. And despite the prospect of next EU expansion is quite distant (especially for Ukraine, Georgia, and Moldova), and the probability that by that time criteria

for EU funds eligibility will have been modified, the increase in the number of EU Member States must not be disregarded in the European budget analyses.

Finally, two reflections of general nature should be mentioned. First, according to a popular opinion among Poles, high net transfers from the EU budget are the biggest advantage of Poland's joining the EU. However, according to numerous reports and studies by Polish and foreign authors, Poland benefits the most from the access to the single European market (SEM). SEM is based on four freedoms: free movement of goods, services, people, and capital. If it were not for participation in the SEM, moving goods across external Polish borders in imports and exports would cost more time and money. Some agricultural and industrial goods could not be offered for sale on foreign markets, as they would not comply with the European technical, veterinary, phytosanitary, and other requirements. The pressure of foreign competition on the quality and safety of products, and price reduction would be lower. With much lower labour emigration, unemployment in Poland would be higher, especially in the initial accession period. Transfers of money earned by Poles abroad and sent home would also be much smaller. The inflow of foreign direct investments and related economic advantages would be much lower without a free and quick access to many consumers, foreign businesses would not make their big investments in Poland, etc. All these benefits will continue even if Poland becomes a net contributor to the EU budget.

The second reflection is that the benefits and costs of economic and financial nature, however big, do not exhaust all the important effects of Poland's accession to the EU. The accession was most of all a civilisation advancement for Poland, which included it into the area of established democracy, numerous legally guaranteed civic freedoms, area of global significance due to its potential, values, and goals. Poland has become economically and politically more secure. Especially in the face of Russian aggression on Ukraine, it is difficult to imagine the situation in Poland outside the European Union (and, obviously, NATO). 

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This text uses, among other things, the following earlier works of the author: Poland's Settlements with the European Union Budget from May 2004 till the End of 2022, and Funds Available from 2021 to 2027, in: Ambroziak, A.A. (ed.) *Poland in the European Union. Report 2023*, SGH Publishing House, 2023, pp. 123-141; Europejskie programy wsparcia finansowego dla Polski w okresie przedakcesyjnym oraz przepływy finansowe między Polską a unijnym budżetem po akcesji do Unii Europejskiej, in: Kluza, S. (ed.) *Polska w Unii Europejskiej. Bilans korzyści*, Instytut Debaty Ekspertskiej i Analiz QUANT TANK, 2023.

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<sup>1</sup> Unless stated otherwise, the figures provided refer to prices from the year 2018.

<sup>2</sup> [https://ec.europa.eu/eurostat/databrowser/view/nama\\_10r\\_2gdp\\_\\_custom\\_9800803/default/table?lang=en](https://ec.europa.eu/eurostat/databrowser/view/nama_10r_2gdp__custom_9800803/default/table?lang=en)

<sup>3</sup> One of the Fund eligibility conditions for a beneficiary is to prepare a plan for achieving climate neutrality by 2050.

<sup>4</sup> Ministry of Development Funds and Regional Policy. (2022). The Impact of the Cohesion Policy 2021 of Poland and of its Regions on the Social and Economic Development of Poland and of its Regions in the years 2004-2021. Warsaw, p. 7.

<sup>5</sup> <https://www.cupt.gov.pl/en/aktualnosc/various/polska-inauguruje-programy-europejskie-na-lata-2021-2027/>

<sup>6</sup> Gorzelać, G. (2021) 'Pieniądze z UE całego szczęścia nie dają...', in Orłowski, W. (ed.) *Gdzie naprawdę są konfitury? Najważniejsze gospodarcze korzyści członkostwa Polski w Unii Europejskiej*, Wydawnictwa Uniwersytetu Warszawskiego, DOI: 10.31338/uw.9788323553489.

<sup>7</sup> Począta, W. (2020), 'Przemiany w rolnictwie polskim w okresie transformacji ustrojowej i akcesji Polski do UE', *Wies i Rolnictwo*, 2(187), pp. 73-74.

<sup>8</sup> 20% of the largest farms in Poland have received 69% of total payments in 2019. In many EU states the rate of payment concentration was even higher. European Commission (2021) *Direct payments to agricultural producers*. Available at [https://agriculture.ec.europa.eu/system/files/2023-03/direct-aid-report-2021\\_en.pdf](https://agriculture.ec.europa.eu/system/files/2023-03/direct-aid-report-2021_en.pdf), p. 8.

<sup>9</sup> Kwieciński, A., Zawalińska K. (2019), 'Rolnictwo', in: *Nasza Europa: 15 lat Polski w Unii Europejskiej*, Warsaw: CASE.

<sup>10</sup> The amount has been complemented by EUR 4.7 billion from the national budget, thereby raising actual resources for the support of rural areas. See <https://www.gov.pl/web/rolnictwo/programowanie-ps-wpr>

<sup>11</sup> Unless stated otherwise, the figures provided refer to prices from the year 2018, and are therefore comparable. Council Conclusions of 21 July 2020 (European Council, 2020).

<sup>12</sup> <https://www.gov.pl/web/rolnictwo/krajowy-planu-odbudowy-i-zwiekszenia-odpornosci>

<sup>13</sup> Still, Poland received much smaller funds from other parts of NGEU, which were not as strongly conditioned as those from RRP. These included funds for Polish rural areas and money from Just Transition Fund for "green" investments.

<sup>14</sup> Based on the Regulation the European Commission initiated a range of proceedings, accusing Poland of violation of EU law, including breach of independence of the Polish judiciary. The Court of Justice of the EU issued several judgements, where it imposed financial penalties upon Poland. Since Poland refused to pay them, European Commission offset (in several tranches) amounts due from Poland, thereby reducing the amount of financial transfers effected subject to previous MFF (according to the n+3 rule the funding could be used until the end of 2023).

<sup>15</sup> RePowerEU is the European Commission's response to challenges ensuing from the war in Ukraine. The programme is supposed to eliminate EU's dependence on the Russian fossil fuels, increase the use of zero-emission energy sources and strengthen European energy resilience.

<sup>16</sup> The value of expenditures is the same, as the EU budget must be balanced, pursuant to the Treaty.

<sup>17</sup> For the purposes of the 2022 budget, the European Commission assumed Poland's share in the EU27 GNI at 3.78%, see: Definitive adoption (EU, Euratom) 2022/182 of the European Union's general budget for the financial year 2022, OJ L 45, 24.2.2022, p. 47).

<sup>18</sup> The EU budget comprises also "other revenues" (apart from "own resources"), the share of which is small (usually 1-4%) and variable. They come from, among other things, taxes paid by the EU administration, and penalties.

<sup>19</sup> Article 2(2) of Council Decision (EU, Euratom) 2020/2053 of 14 December 2020 on the system of own resources of the European Union and repealing Decision 2014/335/EU (OL 424/1, 15.12.2020).

<sup>20</sup> Definitive adoption (EU, Euratom) 2022/182 of the European Union's general budget for the financial year 2022 (OJ L 45, 24.2.2022, p. 49)

<sup>21</sup> More in: Kawecka-Wyrzykowska E., Ambroziak Ł., 'Brexit: wybrane implikacje ekonomiczne dla Polski', *Gospodarka Narodowa*, vol. 308(4), 2021.

<sup>22</sup> Own calculations based on: <https://www.statista.com/statistics/253707/eu-budget-expenditures-by-purpose/>

<sup>23</sup> 51% of average PPP-based GDP per EU-28 resident in 2004, and 77% of average EU-27 GDP in 2021. For 2004 see Główny Urząd Statystyczny, *Polska w Unii Europejskiej 2004-2014*, 24.04.2014. For 2021 see Eurostat, *GDP per capita, Consumption per capita and Price Level Indices*, [https://ec.europa.eu/eurostat/statistics-explained/index.php?title=GDP\\_per\\_capita\\_consumption\\_per\\_capita\\_and\\_price\\_level\\_indices](https://ec.europa.eu/eurostat/statistics-explained/index.php?title=GDP_per_capita_consumption_per_capita_and_price_level_indices).

<sup>24</sup> Own calculations based on: <https://www.statista.com/statistics/253707/eu-budget-expenditures-by-purpose/> and <https://ec.europa.eu/eurostat/databrowser/view/TPS00001/bookmark/table?lang=en&bookmarkId=c0aa2b16-607c-4429-abb3-a4c8d74f7d1e>

<sup>25</sup> [https://www.europarl.europa.eu/RegData/etudes/BRIE/2020/648183/IPOL\\_BRI\(2020\)648183\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/BRIE/2020/648183/IPOL_BRI(2020)648183_EN.pdf)

<sup>26</sup> Orłowski, ditto, pp. 37 and 31.

<sup>27</sup> According to Orłowski, EU transfers were a little more than half of the average annual FDI inflows, Orłowski, ditto, pp. 37 and 31.

# Poland in the European Union

## 20 Years of Membership: Experiences and Forecasts Report 2024



 ADAM A. AMBROZIAK

Thirty years ago, the European Agreement establishing an association between the European Communities and their Member States and Poland came into force. Twenty years ago, Poland, along with most of the Central and Eastern European countries, joined the European Union. These two anniversaries have provoked the researchers from the Department of European Integration and Legal Studies ([www.sgh.waw.pl/kiipe](http://www.sgh.waw.pl/kiipe)) of SGH Warsaw School of Economics to prepare a monography “Poland in the European Union. Report 2024. 20 Years of Membership: Experiences and Forecasts” (<https://www.sgh.waw.pl/KGS/PUBLIKACJE-PRACOWNIKOW-KATEDRY-INTEGRACJI-I-PRAWA-EUROPEJSKIEGO>). This is the fifth annual report of the Department on the evolution of relations between Poland and other EU Member States. In these reports we have discussed the issues we believe to be the most relevant to Poland’s integration within the European Union. Each year we concentrate on the most interesting issues, touching on both the economic and legal aspects.

In the first chapter of this year’s report, titled “Changes in Poland’s foreign trade after accession to the European Union”, *Elżbieta Kawecka-Wyrzykowska* finds that Poland’s foreign trade growth has been impressive during the surveyed period, both with respect to other EU partners and non-EU countries. In the 21st century, Poland has been one of the countries with the fastest growing exports to other EU countries, in relative terms,



which has strengthened its position among EU suppliers – reaching a 6% share in intra-EU exports and imports in 2022. Just before the accession, EU suppliers covered slightly more than 65% of Poland’s import needs. In the last two years, this figure barely exceeded 50%, which largely reflected the differences in the scale of price increases for basic products imported from the EU and outside. EU partners’ position in Poland’s exports has been much stronger: around 70 % over the whole period. Exports to both EU partners and to third countries are dominated by industrial products – around 80% in recent years. Agricultural products amount to around 15% of exports in both geographical directions.

In the chapter titled “The evolving role of the European Union in Polish trade in services and major developments of the intra-EU services trade of Poland” *Dariusz Mongiolo* reveals that Poland was a net exporter to the EU market of services. He also shows that Germany stands as the key destination of Polish services and their top supplier to Poland (occupying the same first position as in Poland’s trade in goods). Most important Polish export services delivered to the EU Internal Market are currently: transport, other business services, and ICT. These two-way flows confirm a high degree of similarity between the Polish economy and the economies of other EU countries as regards road transport, computer services and in travel. This two-ways trade in services suggests also that Polish service companies operating in these sectors could take advantage of the benefits from intra-industry specialization as well.

In the next chapter, titled “Poland and the EU economic and monetary union,” *Artur Nowak-Far* shows that in the pre-accession period, participation in the full EMU was seen both by the EU institutions and the Polish government(s) as a clear consequence of EU membership. Nevertheless,

the agenda related to Poland's transition to full EMU membership was undermined by the apparent lack of robustness of the EMU construct during the 2008+ global financial crisis and in 2015 by an obvious political shift in public sentiment towards a more Eurosceptic political stance. The most important tactical ramification is that during major economic stress (i. e. the 2008+ global economic crisis and the COVID-19 crisis) Poland retained much broader room for manoeuvre in economic policy than it might have had in the euro zone. Moreover, over the recent years, Poland has experienced a high degree of real convergence with the euro zone.

In chapter four, titled "Poland's environmental policy after accession to the European Union," *Marzenna Blaszczyk-Zawila* proves that as an EU Member State, Poland met many of its environmental commitments on time. Some of them (transposition of certain directives) were implemented behind schedule, while on some issues it is still difficult to predict the timeline for compliance. Between May 2004 and December 2022, the Commission opened 120 infringement proceedings against Poland in relation to environmental legislation (especially in waste management, air and water quality, and nature conservation). Many of the environmental issues faced by Poland remain a major challenge for most or a large group of EU Member States, due to reasons such as the high level of environmental protection prescribed by EU law.

The next chapter, titled "From emigration to immigration – how EU membership changed migration-related challenges in Poland", by *Michał Schwabe*, reveals that although the first years of Poland's EU membership only confirmed Poles' willingness to emigrate to the West for work, since the second decade of the 21st century, the character of Poland as a country of emigration has begun to gradually change. Emigration of unskilled labour to the West created a growing demand for labour, especially for seasonal workers in the agricultural sector. This demand was met primarily by increasing immigration from the former USSR countries (mainly from Ukraine). A positive migration balance was recorded in Poland for the first time in 2016, and just one year later, i.e. in 2017, Poland was the country with the largest number of temporary foreign workers in the world according to OECD data. The crisis on the Polish-Belarusian border triggered by the Belarusian regime in 2021, as well as the unprecedented influx of forced migrants from Ukraine, who had to flee their homeland due to an unprovoked Russian invasion in 2022 are reflected in the analysis.

The sixth chapter, titled "State aid in Poland after accession to the EU. Twenty years of financial interventions in the market economy" by *Adam A. Ambroziak*, says that throughout the period of

2004–2021, Poland was among the largest state aid providers and was gradually lifting its position. The nominal and relative value of aid provided in Poland was the highest in the first years after the start of successive EU multiannual budgets, indicating a considerable dependence of public interventions in Poland on EU funds. This trend was not accompanied by an equally rapid convergence in the structure of the support provided: this was especially true for R&D&I aid, but despite this, aid for environmental protection and energy efficiency was either far from sufficient or did not provide for allocations that followed European trends.

Chapter seven, by *Tomasz Grzybowski*, looks at "Europeanization of Polish judicial system (perspective of administrative judiciary)." The presence of Poland in the EU and signing the Convention for the Protection of Human Rights and Fundamental Freedoms, and consequently the influence of European law on the Polish legal systems, appear to be something self-evident, both in terms of law-making and especially law application. Regarding application of the law, there is, however, a widespread belief that an interpretive perspective based on the objectives of EU law, especially in harmonized areas, is something natural at the current stage of development of both national and EU legal systems. Therefore, legal cultures, and particularly their axiological foundations, were harmonised not only at the level of the legal text, but also through legal discourse, expressed particularly in the dialogue of national and international court jurisdictions.

In summary, successive reports prepared by the team of researchers from the Department of European Integration and Legal Studies at SGH had shown that Poland's accession to the European Union has made it possible to achieve various goals. They facilitated the country's further economic and social development, such as significant expansion of the market for Polish goods, stabilization of the economic law system, impressive inflow of foreign capital needed to modernize the economy and create new jobs (in the form of direct investments as well as some European funds), etc. At the same time, new development challenges (including climate change, pressure from foreign migrants to access wealthier European countries, ensuring security of supply of critical raw materials, including energy, etc.) make it clear that the optimal path for economically and politically secure development of Poland is to deepen and broaden European integration and strengthen Poland's position in the EU. These are areas of interest and study by the staff of the Department of European Integration and Legal Studies. 

# SGH in the EU, the EU in SGH

 MAŁGORZATA MOŁĘDA-ZDZIECH

When I was appointed Rector's Plenipotentiary for Cooperation with the EU, I launched the initiative named "SGH in the EU, the EU in SGH". It involves taking numerous actions, such as holding a series of webinars under the same name, aimed at increasing the awareness of the current European issues and spreading expert knowledge of the European integration, at collaborating with partners, organising special events, as well as organising student study trips to Brussels.

The webinar series featured 11 meetings with EU experts. Among the invited guests were Marzenna Guz-Vetter, PhD – pp. of the Director of the European Commission Representation in Poland in 2015–2016 and 2022–2023, Bartłomiej Balcerzyk – Director of the European Parliament Liaison Office in Poland (currently pp. of the Director of the European Commission Representation in Poland), Renata Mieñkowska-Norkiene, PhD, from the University of Warsaw – expert at Team Europe Direct Polska (TED), Justyna Napiórkowska, PhD – an art historian, Europeanist, TED network expert, Art Director of Katarzyna Napiórkowska's Art Gallery, Andrzej Lisiecki-Żurowski and Karolina Deryńska from Network.pl Association which groups Polish officials in EU institutions, Magdalena Sapala-Maenhout, PhD, – analyst from the European Parliamentary Research Service (EPRS), and Grzegorz Radziejewski from the Budget Directorate of the EC, Deputy Head of the department responsible for EU institutions' administrative spending.

The meetings were attended by the SGH community as well as the students and interested parties from other universities, expert centres, think-tanks and EU institutions. More webinars have



been scheduled to run as of March 2024. A complete list of webinars along with their recorded footage on SGH YouTube channel can be found at: [HTTPS://WWW.SGH.WAW.PL/SGH-W-UE](https://www.sgh.waw.pl/SGH-W-UE). As a Rector's Plenipotentiary, I maintain a close partnership with the Network.pl Association which has signed a cooperation agreement with SGH.

Another action undertaken as part of the initiative "SGH in the EU, the EU in SGH" is spreading a word of the activity of EC experts grouped in the TED network and working at SGH. Until 2023, SGH had been represented in the network of Team Europe Direct by six scientists-researchers from various SGH collegia: Adam Ambroziak, PhD, from the Collegium of the World Economy, Prof. Stanisław Kasiewicz, Lech Kurkliński, PhD, from the Collegium of Business Administration, Małgorzata Mołęda-Zdziech, PhD, from the Collegium of Socio-Economics, Prof. Artur Nowak-Far from the Collegium of Socio-Economics, Marta Pachocka, PhD, from the Collegium of the World Economy. Currently, after the review conducted by the EC, the TED network is represented by Małgorzata Mołęda-Zdziech, PhD and Marta Pachocka, PhD, from the Department of Political Studies of the Collegium of Socio-Economics at SGH.

Under the event framework, we also promoted the EU career path during SGH Career Days. On 25 October 2022, during a Career Day, a series of meetings on traineeships in EU structures were held under a common slogan "Career in the European Union".

On 9 May 2023, we staged a European Day at SGH in cooperation with the SGH Student Board and the Student Scientific Club of Foreign Affairs under the honorary patronage of SGH Rector and the European Commission Representation in Poland. The event was attended by Olgierd Łukaszewicz, a famous Polish actor and social activist, initiator of the Foundation "We, EU Citizens" who presented the figure of professor Wojciech Bogumił Jastrzębowski, the founding father of the Constitution for Europe of 1831. An exhibition titled "The First Constitution for Europe", courtesy of the House of Meetings with History, was also shown during the event. Karolina Deryńska from the Network.pl Association organised

a workshop on climate diplomacy. SGH students also held a debate on the introduction of the euro. Attendees included the students of SGH and participants of the SGH Third Age University.

Apart from the above mentioned activities, as a Plenipotentiary I engage in disseminating information about traineeships in EU institutions, staying in touch and maintaining collaboration with the Career Centre for Cooperation with SGH Alumni. One of the initiatives was holding a meeting with Dr. Grzegorz Ambroziak, a manager in the European Innovation Council and SMEs Executive Agency (EISMEA), an SGH alumnus.

In November 2023 a group of twelve students of SGH took part in a study trip to Brussels organised at the invitation of Prof. Danuta Huebner, a Member of the EP. While managing a PAN PolSCA (Polish Science Contact Agency) in Brussels and visiting the European Parliament I could watch, with a mix of envy and awe, large groups of youngsters explore the secrets of the EU capital and institutions. I have had this dream about the students of my alma mater – SGH – being able to come to Brussels and stroll PE corridors in a laid-back manner, just like their colleagues from Western Europe. I feel I have been putting this plan to action as a Rector's Plenipotentiary for EU Cooperation. Thanks to the invitation by Professor Danuta Huebner, a Member of the EP, former two-time EU Commissioner and a long-standing SGH professor, the first group of twelve SGH students went on a study trip to Brussels in November 2023.

Professor Huebner has had a strong affiliation with SGH for a long time now. She worked as a lecturer in the Department of Economic Development and Economic Policy of the Institute of International Studies at SGH. She also acted as Editor-in-Chief of the monthly “Gospodarka Narodowa” [“National Economy”] and Vice Editor-in-Chief of the bimonthly “Ekonomista” [“The Economist”]. She was a chief negotiator of the Polish membership in OECD and Executive Secretary of the Economic Commission for Europe with the rank of UN Deputy General Secretary. In Poland she headed the European Integration Committee Office. She also held the post of the Minister for European Affairs responsible for the Polish accession to the EU. Recently, since 2009, Danuta Huebner has been a Member of the European Parliament. She has worked in the Committee on Constitutional Affairs, Economic and Monetary Commission and International Trade Commission. She is also a member of the Delegation for Relations with the US. Prior to that, she was a chief negotiator of the Polish membership in OECD and Executive Secretary of the Economic Commission for Europe with the rank of UN Deputy General Secretary. In Poland she headed the European Integration Committee Office. She also held the post

of the Minister for European Affairs responsible for the Polish accession to the EU. On 28 March 2022 in a series of webinars “SGH in the EU, the EU in SGH” we were honoured to have Prof. Danuta Huebner as our guest.

Thus, we understand the renowned professor inviting our students to visit the EP to be a great honour and an expression of her deep attachment to our university. The students deeply appreciated this opportunity to meet Professor Huebner who embodies Polish aspirations of presence in the EU. They pointed out to the inspirational value of Professor Huebner's professional path which provides encouragement to all young economists dreaming of a career in public administration or politics. The success story of Professor Huebner as a politician and economist is highly motivating to SGH students and indicates how a strong grasp of economic processes may lead to creating impact in political decisions both at the national and European level. Our students will long remember the sight of the EP chamber or the European district, vital hands-on experiences which take their theoretical knowledge of the institution to a whole new level. A memorable highlight of the trip to Brussels was visiting the House of the European History. It should be noted that the history of Europe is presented there through the history of great ideas, not individuals, which helps build an awareness of the common European roots. The exhibition accentuates common values of all member states, such as human dignity, freedom or democracy, at the same time outlining the range of historical and cultural diversity. It constitutes a perfect illustration to the EU motto: united in diversity. Visiting the Parliamentarium was a great opportunity to expand the knowledge of the history of European integration, as well as that of how the European Parliament and other EU institutions work, in a light-hearted manner which combined learning and fun thanks to a modern and interactive nature of the museum exhibition.

Today our students are in their twenties, peers of the Polish accession to the EU. They have no memories of Poland before it joined the EU, and naturally take the membership for granted. Faced with the war in Ukraine, political volatility, a general sense of the global turmoil and the threat of disinformation, we should cling to the European values of peace, cooperation and mutual responsibility. Holding debates with those who established the position of Poland in the EU is the best way of promoting reliable information and sound expertise to fend off disinformation and proliferation of the European fallacy. 📖

**DR HAB. MAŁGORZATA MOŁĘDA-ZDZIECH**, prof. SGH, Rector's Representative for cooperation with the European Union, head of the Department of Political Studies, Collegium of Socio-Economics SGH



PHOTO: THE ORGANIZERS OF THE SEMINAR IN BRATISLAVA

# How to win the hearts and minds of European voters

 MAŁGORZATA MOŁĘDA-ZDZIECH

**O**n 23-24 November 2023, at the invitation of the European Economic and Social Committee (EESC) I took part in a seminar “Connecting EU Seminar 2023” on the panel called “Civil society and elections: winning the hearts and minds of European voters” which discussed the role of the civil society in elections. We focused on how to win the hearts and minds of European voters.

The seminar was held by EESC and the European Labour Authority (ELA) in Bratislava. The capital city of Slovakia was chosen not only because it is a seat of ELA, but also because it saw the lowest turnout in its election to the European Parliament in 2019. Only 25% of voters went to the polls.

This year's election to the EP will be held in all member states of the EU on 6-9 June, in Poland on 9 June.

Encouraging citizens to cast their ballots presents the greatest challenge both to the politicians and the civil society organisations. According to the data from the last election of 2019, the average turnout in EU elections accounted for 50.6%, a significant increase on 2014 when it stood at 40.2%. However, the turnout in particular member states varies and depends on multiple factors, such as the voters' attitude to the very idea of European integration, political culture, support for the principles of the democratic rule, trust towards politicians, as well as on how the world of politics is generally perceived by voters.


An almost 75% turnout in the parliamentary election in Poland on 15 October 2023, which brought about a democratic change in government, has raised some hope of the EP election turnout being likely to grow too.

A united Europe stands a chance of meeting the numerous challenges of the future: threats related to the use of AI or climate change. A solid proof for how efficient united efforts can be is provided by a successful tackling of the COVID-19 pandemic, which was made possible thanks to the solidarity and collaboration of all EU states.

Current barriers and threats are primarily disinformation, frequently spread by the Russian and Chinese sources, lack of knowledge on how the European institutions, particularly the EP, operate, low awareness of citizen agency and its impact on changes in the political scene, which can ultimately affect priorities of the implemented policies.

It should be borne in mind that the European Economic and Social Committee acts as an advisory body to other institutions. EESC is a civil society in miniature, it acts as a representation of employee, employer and other stakeholder organisations. Its role is to issue opinions on European cases submitted to the European Commission, Council of Europe and the European Parliament. EESC is a conduit between the world of European institutions (decision-makers) and EU citizens. It groups 329 members from all EU member states. The governing bodies are elected every two and a half years. In the meeting of 26 April 2023 Oliver Röpké was elected Chairman of EESC. Previously, since March 2019 he had been a leader of an employee group in EESC. Oliver Röpké has been on the committee already since 2009. For over 10 years he was in charge of the Brussel's office of the Austrian Trade Union Federation.

The press team in this institution is headed by Ewa Haczyk-Plumley, a journalist and spokesperson for the team of Jan Kułakowski, chief negotiator for the Polish accession to the EU.

Seminars organised by EESC have been very popular among non-government organisations and journalists. Each debate gives rise to a heated dispute, which demonstrates a strong need for holding the communication channel open in Europe. Such face-to-face meetings provide a much needed opportunity for breaking stereotypes, meeting people and networking. Meaningful and knowledge-based debates are the best way of responding to disinformation practices. 

**DR HAB. MAŁGORZATA MOŁĘDA-ZDZIECH**, prof. SGH, Rector's Representative for Cooperation with the European Union, Head of the Department of Political Studies, SGH Collegium of Socio-Economics



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# Multidimensional presence on the Economic Forum is SGH's success measure

 PIOTR WACHOWIAK



PHOTO: MARCIN FLIS, SGH

For several years, the SGH Warsaw School of Economics has been participating in the Economic Forum – the largest and most important economic congress in this part of Europe. Since 2018, each year it has been publishing the *Report of SGH and Economic Forum* – a cyclical publication that comprehensively summarizes the most important economic and social processes in Poland and the region Central and Eastern Europe (CEE).

The report usually consists of several chapters, created by a range of SGH experts. Each year, it discusses various economic issues from different perspectives, such as economic growth and development trajectories of countries in our region, inflation, economic trends, or factors influencing economic development, including foreign investments. I believe that the expert diagnosis, arising from years-long established cooperation with the Foundation Institute for Eastern Studies, the organiser of the Economic Forum, is invaluable. A summary of the SGH and Economic Forum Report 2023 in the form of a special edition of *Gazeta SGH* is provided to forum participants.

Extensive topics covered in the report, as well as an in-depth and specialized analysis of Poland's economic situation compared to the countries of the CEE, are the subject of panels and discussions involving experts from our university and external guests in the SGH Zone, and at numerous events of the forum in Karpacz. The second most important event, after presentation of our report, is the presentation the annual SGH Economic Award. In 2023, it was awarded to a legendary figure, an outstanding athlete, entrepreneur,

and promoter of Poland's image in the world, Czesław Lang. Who will be this year's laureate, acknowledged for outstanding achievements in entrepreneurship and innovation, contributing to Poland's economic development, remains to be seen. Candidates for the award can be nominated by representatives of the SGH academic community until June of this year by sending a message to my email address. The candidates will be evaluated by the jury, but the awarded person will only be announced at the forum gala.

The presence of the SGH Warsaw School of Economics at the Economic Forum in Karpacz is a massive logistical undertaking for us, involving over a hundred people: scientists, representatives of research units, administrative staff, students, doctoral students, and volunteers. Organization of the SGH Zone and events moderated by SGH experts at the Economic Forum is the responsibility of the Centre for Entrepreneurship and Technology Transfer (CPiTT) in cooperation with SGH Rector's Office. The press team is responsible for media, and the promotion team cares about the School's image.

I want to sincerely thank everyone involved in this major project, and I encourage readers of *SGH Magazine* to read both this special edition of our university magazine and the *Report of SGH and Economic Forum 2023*, and to participate in this year's event, which traditionally takes place in early September in the heart of the Karkonosze Mountains. 

DR HAB. PIOTR WACHOWIAK, prof. SGH,  
Rector of the SGH Warsaw School of Economics



# SGH, the knowledge partner of Impact, EFNI and OEES

 **KAROLINA CYGONEK**

**S**GH Warsaw School of Economics is the knowledge partner of three major economic congresses held in Poland: international economic congress Impact in Poznań, European Forum of New Ideas (EFNI) in Sopot, and the Open Eyes Economy Summit (OEES) in Kraków, not to mention Economic Forum in Karpacz.

## IMPACT

Impact'23 took place on 10 and 11 May. SGH was directly involved in the event: there were panels with university authorities, the ranking of companies Lista 500 was announced in collaboration with the national newspaper "Rzeczpospolita," and awards were presented to the laureates of two prestigious economic competitions.

According to the organizers, Impact'23 is one of the most important economic events in Central and Eastern Europe. In 2023, a total of 23 thematic tracks were provided, and nearly 200 speeches and discussions on business, global economic situation, irreversible climate change, and more effective protection of the environment, and development of healthier social relationships.

## EFNI

This is one of the most important conferences in Central and Eastern Europe dedicated to global trends, new ideas, and the future of Europe. During dozens of events organized on 11-13 October 2023, business representatives, political leaders, decision-makers, and authorities from the world of science, discussed the most important challenges for businesses and societies in a changing world, global trends, and the future shape of the European Union.

The forum gathers over a thousand participants every year. SGH was a strategic knowledge partner of the event. This year, a large group of SGH lecturers went to Sopot. Not only did they participate in over 20 panels grouped by thematic tracks (Digital Transformation of Europe, Europe in Global Markets, European Green Transformation, Open and Diverse Europe, Future of Europe, Poland Before Elections, Rebuilding Ukraine), but were also guests of a television studio prepared with the national newspaper Dziennik Gazeta Prawna. Interviews with experts can be watched on the SGH YouTube channel.

"I have participated in EFNI five times already. It's a conference like no other, and these are not empty words. Why? Firstly, it's a unique and unprecedented combination of business, science, culture, and media. . . . An important part of EFNI programme


are book presentations, meetings with their authors, and book sales, including scientific ones," says dr hab. Małgorzata Mołęda-Zdziech, professor of SGH, Rector's Representative for Cooperation with the EU, Head of the Department of Political Studies.

"Secondly, what counts here is the European dimension. From the very beginning EFNI has been showing Poland as an active EU member. There are always representatives of EU institutions, organizations, especially BusinessEurope, of which the Polish Confederation Lewiatan is a member," the sociologist adds. "Thirdly, EFNI emphasizes the strong position of women. Women are treated with dignity and respect; their voices are heard. Unfortunately, this is not a rule at business or scientific conferences, which are often filled with *manels* (panels without women). So, dear organizers of seminars and debates, take a cue from EFNI!" appeals professor Mołęda-Zdziech. And she notes that the forum benefits from inviting representatives of the younger generation.

## OEES

Open Eyes Economy Summit in Kraków, of which SGH was a co-organizer and main knowledge partner, took place for the eighth time on 21-22 November 2023. During the event, reports prepared by SGH experts were presented: Economic Credibility Index of Poland 2023, Healthy Cities Index 2023, and the report on Polish Employers' Point of View of on the Situation of Women in the Labour Market. Our experts took part in numerous panels. For the second time at OEES, SGH Warsaw School of Economics prepared a television studio, this time in cooperation with the nationwide economic and business newspaper Puls Biznesu.

The Rector of SGH, dr hab. Piotr Wachowiak, professor SGH, Director of the Institute of Management, spoke to Gazeta SGH about the role of the university in generating *social energy*: "I am definitely in favour of the university being a catalyst for social energy. That is our mission. SGH shapes leaders, but above all, it shapes citizens. We want our students and graduates to be aware that the future depends on them. We tell them to make impact. It is extremely important. This is also why we encouraged young people to vote.

"For me, the university is where social attitudes are shaped and where the foundation is laid for social energy to develop in a positive direction, so that people want to be active, to step out of their comfort zone. It's about defending certain values, being able to create communities, being aware of this not only in short-term but also in long-term thinking. The social energy that we, as universities, institutions of higher education, want to create through civic attitudes and critical thinking, is very important. Reasonable arguments guarantee an exchange, dialogue, and perhaps a change in attitudes on both sides. Thus, the energy of change, progress and thinking is created, energy of acting for the good." 

**KAROLINA CYGONEK**, Press Unit, SGH Rector's Office

# Lang: the professional

 MAGDALENA BRYK

Interview with **a laureate of SGH Economic Award 2023**, world championship medallist, vice-champion from the Moscow Olympics (1980) in road bicycle racing, entrepreneur, organiser of Tour de Pologne, **Czesław Lang**

**Magdalena Bryk:** Since early childhood your life has been connected with cycling. Was there any plan B? If not cycling, what would you have been doing?

**Czesław Lang:** As an alternative for cycling, I wanted to be a forester, and I guess that's what I wanted the most. As an alternative, I could also be a carpenter. I even have my own small workshop; I like the smell of wood and woodwork itself. It is so real, it fills me with good energy. This is something that has always appealed to me. I had even been prepared to go to a forestry school – I love the nature and the forest. I could live in a forest without leaving it.



PHOTO: CZESŁAW LANG'S ARCHIVE

→ Czesław Lang representing the Italian team Malvor-Sidi in 1989.

**But I suppose you have never regretted your decision, even during heavy winter trainings in snow or heavy rain?**

Definitely not. It was a beautiful adventure. Bicycle racing is a sport for gladiators. Many people have recently taken up cycling. They ride 200 km and think "riding 200 km is not a big deal". But recreational cycling and bicycle racing are two totally different things. An example I always give is that of a shooting range where anyone can go and shoot targets, but not everyone will wear a bulletproof vest, take grenades and a gun and go to the front line. This is also the difference between cycling, even long-distance, and high speed road racing. Totally different thing, mentality, different adrenaline.

**What would you say is your biggest sport success? The Olympic medal?**

Definitely, an Olympic medal stays with you for the whole life. Scientists earn titles of doctor, professor, while I have the title of not only an Olympian, but also an Olympic vice-champion. I've won it for life and it's something very valuable for me.

**In 1980 in Moscow not only did you win a medal, but were also promised to be allowed to travel to the West. That's how you ended up in Italy. What surprised you in professional bicycle racing and in the Italian attitude to life?**

It was a totally different world. Everything was organised differently, everybody had the same shirt, the same equipment, bicycle, shoes, you didn't have to worry about anything. Besides, Italians also ate differently, their Mediterranean diet included a lot of carbohydrates.

**No bigos (traditional Polish sauerkraut stew) before competition?**

No, there was no bigos (he laughs). And the racing itself was different. Here the distance was shorter, not more than 180 km, and in Italy 280-290 km, so you had to adapt mentally to spend many hours on a bicycle. It was really hard work. As a winning cyclist, in my professional group I had to give up my ego and look for another place in the team; you were supposed to work for the captain. There was capitano Moser or capitano Saronni, and it was their results, not ours, on the basis of which managers obtained sponsorship contracts. This meant money for all of us.

**What do you tell people who want to follow you and cycle professionally?**

It is a hard sport, and you have to love it. You cannot do road racing for money. Wealth and contracts may come in the future, but if you don't love the sport, the risk, the effort, the pain... You really do suffer during an uphill climb. It is a battle with yourself and the best meditation. Your mind has to

be extremely strong - if you get to love it, if you enjoy it, if you challenge yourself, if you can work hard, success will come, and so will the money. But you simply have to love it.

**So is it the mindset, the involvement, and hard work that you have transferred to business? After completing your professional sports career you've become a professional businessman. I presume that the persistence and diligence proved useful. What else have you taken from sports to business?**

Definitely being a professional cyclist, having ridden in races like Tour de France, Giro d' Italia, Peace Race, having fallen many times, having gone through and recovered from difficult situations - that is the best school of life. This makes it easier to run a business, to set goals beyond sports. However, the very moment of ending a career and being forced to find something new is not easy. Looking across different sport disciplines, we can see that many sportspeople suffer from breakdowns, they abuse alcohol, come up with weird ideas for businesses which further go bust, etc. What helped me was common sense and awareness that the money had been earned with hard work. Still, if I had had another chance, some of my decisions would have probably been different, some things I would not have done.

**Can you tell us how you've ended up managing Tour de Pologne?**

Along the way I had other businesses: a bicycle shop, a restaurant, branches of other firms, but I was still very attracted to cycling. For many years I had lived in Italy, and I knew that lots of Italians ride bicycles, have cycling events, while we had to go to France or Italy to make it matter. I observed the 55<sup>th</sup> jubilee edition of Tour de Pologne being sidelined and falling apart just as the Peace Race and other races in the eastern part of Europe. And we had no race in which the best cyclists would like to participate. That was when I started to dream to elevate Tour de Pologne and make it a prestigious cycling event. That's how I've reached 30 years working with the race.

**A beautiful jubilee. But also a lot of work, right?**

Oh yes. And it is a hard work. Even before the start of this year's edition we started to plan the next one, and now I'm thinking intensively about the next year. This involves a lot of travelling, numerous meetings. It's definitely the most complex logistic undertaking in sports, nothing can compare. A football match, athletic meeting, climbing competition - all these are held in one place, sometimes two. A cycling race covers thousands of kilometres across the country, everything has to be secured, traffic has

to be changed, people have to be engaged to ensure safety. It's a gigantic and costly project. You have to find sponsors, produce signal for TV broadcast to show the race. As for the sports perspective, I have to admit that we're at the top - nothing more can be achieved. There's Tour de France, Giro d'Italia, and us - the same regulations, the same rules.

**And all of this is a recovered race. Definitely a monumental attainment. Is there anything from Italy, or from abroad, that was of use when you were developing your business in Poland?**

I have spent many years abroad, initially as a professional road cyclist, and then three years as a founder and manager of the first Polish-Italian professional cycling group Diana Colnago Animex, whereby I have learnt not only languages, but also people. You have to talk to people, be with them. I had given up being a manager as I had found being a sports director boring, but the experience was useful for building the position of Tour de Pologne. I knew representatives of all the major races, which helped me communicate our ideas and plans. That was when we invited the director of International Cycling Union (UCI), director of Tour de France, to show how we do it in Poland. This was a way to build the brand of the race - that it is good and safe; and each year the quality of the event was better. After the cycling reform UCI chose the best races, so called ProTour races, and ours was included in an official calendar of ProTour events. This automatically guaranteed us participation of world top teams. Best teams of the world attract media, media in turn bring sponsors, and that's how it goes.

**Talking about sponsorship and money - can you reveal a little bit about the practical aspect of Tour de Pologne? What is the budget for such an enormous event?**

Tour de Pologne budget is huge, these are millions of euros we're talking about. It is a massive project. Over a thousand people follow the race, and they all have to be accommodated and fed. Moreover, there are the awards, reimbursement of travel costs for professional groups, TV production, including money for broadcast signal along the entire route. All the money has to be collected to make such a big event viable.

**Does the renown of the race help? Do sponsors come on their own or do you have to persuade them?**

You always have to approach and persuade them, list all the covered costs, equivalents etc. I have to admit here that Orlen helps a lot, not only us, but also ski jumpers, athletes, volleyball players. Their support and engagement is enormous. Attracting big foreign companies and bringing them to Poland to collaborate in such a massive event is very



† Czesław Lang as the race director during the 79<sup>th</sup> Tour de Pologne UCI WorldTour.



PHOTO: BY SZYMON GRUCHALSKI/LANG TEAM



PHOTO: CZESŁAW LANG'S ARCHIVE



PHOTO: CZESŁAW LANG'S ARCHIVE

difficult.. We are still perceived as a “third country”, good for earning money but not for investing. We had Carrefour, they were with us for a few years, but finally it withdrew from Tour de Pologne and shifted to La Vuelta a Espana. For 30 years we have been working with multiple firms, also foreign ones, e.g. Fiat. But in recent years I have observed that global brands are less willing to participate in such activities - there's a trend to form conglomerates or large groups. For example you don't talk to Opel, Citroen or Peugeot anymore, they all operate under one owner. So if Opel is not in, you can't go to Citroen, because there's someone from the board who hasn't given their consent. These are advantages of globalisation: competition reduces, but when there's no competition, there's monopoly, and a monopolist thinks that it can do everything.

**In your opinion, how much can Poland gain due to the race in terms of promotion and employment?**

For many years had I felt we had lacked this second path that the French have with Tour de France. What I mean is that planning a route for a race you can show your own country and its beauty - a little bit of history, a little bit of modernity, some interesting features. In recent years we have placed considerable emphasis on this, and in cooperation with television a team of people was formed that in advance go along the race route and show the interesting sites, the history. This year we showed the beauty of Dolny Śląsk (Lower Silesia), Wielkopolska (Greater Poland) or the eastern stripe of Poland: Roztocze and Podkarpacie (Subcarpathia). Poles are amazed that their country is so beautiful.

It is presented in an interesting way. Road cycling is a great opportunity to promote our land. Our competition is one of the three races broadcast from start to finish, and we should take advantage of it!

The broadcast reaches over 100 countries across the world. It's 5 hours of coverage daily, 35 hours in total. The interest is really big, and I think this is the cheapest promotion we can imagine. There are emotions, the race, Kwiatkowski, Majka, and in the background the beautiful Książ Castle. Not everybody knows and values this, but I am glad to show the beauty of Poland.

**Is this also the reason why you choose different routes? To show different parts of Poland?**

Exactly. Besides, for 30 years of the race roads, hotels have changed, and we show that. We have the best hotels of all the races. During the race we tend to each detail, safety, hotels, amenities, etc.

**So the world can see the prestige of a professional event in a beautiful surrounding. That's right.**

**What is it that disturbs you, what are the hurdles in the Polish economic environment from the perspective of a successful businessman?**

My business is fairly stable, but apart from that I am a farmer and currently what disturbs me the most is the weather: it's raining, and I cannot harvest my crops (laughs). But returning to your question - there are always some problems, but a stable business and experience make things easier.

**How do you run your business? What are your values and what principles do you apply, also when selecting people to your team?**

You have to be reliable, certainly. You cannot promise pie in the sky and then turn your words on their heads and claim you didn't say it. What you say must be carefully thought out and phrased. Besides, it's important to know how to set goals. When I set a goal, I follow it persistently, both in sports and in life. As a sportsman I strived for world championship and an Olympic medal, and I succeeded. When I launched Tour de Pologne, I aimed at making it one of the major races, and I did it. This is also a key for selecting a team. If a leader does not know what they want, the team is diluted, there's no clear target to follow. Messages are contradictory, people get anxious, and finally leave. When the goal is clearly defined and duties are clearly distributed, everybody knows what they're supposed to do. I don't control how many hours people work, I want them to be effective - the accounting, hotel reservation, specific marketing measures. I don't care whether they come to work at 9.00, at 7.00 or at 12.00. What is



PHOTO: ECONOMIC FORUM

important is the result, so people are also determined to reach it.

**Very wise attitude. While recruiting employees, do you look for sports in their CVs? Do you feel closer to sportspeople among those who you cooperate with?**

Yes. I believe that a sportsperson has this added value which makes them strive for success, set goals, and work hard. If they weren't hard-working, they wouldn't be climbing so fast, running or cycling. A sportsperson is also more committed. If I can see that a person has a passion, I definitely feel connected to them.

**For many years you have been a symbol of success, not only in sports, but also in business. You are your own brand, you have won numerous prizes. Which one is the most precious?**

I can't say, because I don't want to offend the other ones (laughs).

**So they are all precious? I've noted down only some of them: Ambassador of Polish Sports, Bene Merito honorary distinction, Honorary Demes, Personification of**

↑ Laureate of the SGH Economic Award 2023

Poland's Global Success. And prizes for the race: „Teraz Polska” Emblem, Golden Logo Poland, Success of the 25<sup>th</sup> anniversary of Polish Freedom, Best Sports Event of „Przegląd Sportowy” magazine, and so on, and so forth. There are quite a few.

Certainly the most precious are those which promote Poland globally. This is the aim of what I do. In my sports career I used to wear red-and-white shirt, and I was very proud of being Polish. I used to do it in all races. This is the way I was raised. It is my belief that by representing my club and my country I make people happy, and this continues to be my goal.

One of your prizes is also our SGH Economic Award. Since 2019 SGH Warsaw School of Economics has been distinguishing people with achievements in entrepreneurship and innovation, or those who contributed to the economic development of Poland. What does this award mean to you?

It is a great distinction and honour. Tour de Pologne undoubtedly contributes to Poland's economic development by promoting our country. When we enter different towns with the race, all the hotels live up, the infrastructure is upgraded, and so are roads, which stay after the event. There is a village in Podkarpacie (Subcarpathia), where the village mayor could not sell construction and investment plots of lands for many years. After Tour de Pologne rode through the village, all the plots were sold in two days. So this is how it works. Another example - there was a French group that was making a documentary about the race. These people were approaching the retirement age and said that they wanted to

spend their retirement in Poland. France was not good for them anymore because all the tensions and turbulent times. They said our region was beautiful, peaceful and safe, and we don't appreciate it.

**Do you feel fulfilled, or do you still have some business-related or professional dreams to realize?**

We're planning to relaunch women's Tour de Pologne, talks are underway. Next year we want to do three stages of the women's race. We're looking for sponsors, talking with the media. We're also planning cyclo-cross, something the Dutch and Belgians do, to take advantage of the autumn and winter season. Such "mud racing" is fun and spectacular to watch. We also want to expand Orlen Nations Grand Prix, which we also organise. This year it was held in four countries: Czechia, Hungary, Slovakia and Poland. We want to expand it, just as Orlen is expanding into more countries. It's a really cool, longer race for riders under the age of 23, who are out of the Junior category, and are not yet good enough to do fully professional racing, or are still waiting for such contracts.

**Do you plan to retire at all, or would you rather die on a bike?**

I've already retired. But I love what I do and will probably die riding this bike (laughs).

**In that case, what do you wish for yourself?**

Probably the same as everyone else: love, happiness, and good energy.

**Let me wish you exactly that, then. Thank you very much for the interview.** 🇵🇱



PHOTO: PIOTR POTAPOWICZ, SGH

SGH Economic Award was established in **2019**, and its first laureate was the **president of LUX MED Group, Anna Rulkiewicz**. She was awarded for activities that made LUX MED Group a leader of the Polish private healthcare industry.

In **2020** the Award was given to the **president of PKO Bank Polski, Zbigniew Jagiełło**, for enhancing the position of the PKO Business Group as a leader of the financial market in the Central and Eastern Europe.

The **2021** SGH Economic Award went to **Krzysztof Pawiński**, **co-founder, co-owner**, and currently also the president of the Management Board of **Maspex Group**, one of the biggest food producers in the Central and Eastern Europe. Maspex is the leader of the juices and still beverages market. Its products are sold to 60 countries across the world. The company works with over 200 business clients.

In **2022** the winner of the SGH Economic Award was **dr Irena Eris**, **founder and owner of the firm Dr Irena Eris**. For almost four decades dr Eris has been among the top Polish business leaders, successfully expanding her skincare cosmetics firm, renowned for its high quality in Poland and abroad.



# Wiesław Rozłucki – SGH doctor honoris causa


On March 15, 2024, dr Wiesław Rozłucki – one of the main founders of the Warsaw Stock Exchange and its first president, a graduate of the Faculty of Foreign Trade at Central School of Planning and Statistics (SGPiS, the former name of the SGH Warsaw School of Economics) and a doctor of economic geography (PAN – the Polish Academy of Sciences) – received an honorary doctorate degree from the SGH Warsaw School of Economics for having made special contributions to the development of the Polish economy. The diploma was presented during a ceremonial meeting of the SGH Senate.

The laudation on this occasion was delivered by prof. dr hab. Małgorzata Zaleska, Director of the Institute of Banking, SGH Economic and Social Collegium, as well as the supervisor in the proceedings for awarding the honorary doctorate to dr Wiesław Rozłucki.

The SGH Senate conferred the honorary doctorate on dr Wiesław Rozłucki by a resolution dated December 20, 2023. The resolution took effect on the day it was adopted.

Dr Wiesław Rozłucki “during the period of economic transition - in the late 1980s and early 1990s - was involved in ownership transformations and the creation (reactivation) of the capital market in Poland. He was one of the main creators of



the Warsaw Stock Exchange, of which he became the first chairman and held this position for more than 15 years,” we read in the justification for the motion to award dr Rozłucki an honorary doctorate from SGH, signed by prof. dr hab. Aleksandra Dulnic, dr hab. Andrzej Fierla, prof. SGH, and prof. dr hab. Małgorzata Zaleska. 

# Stock exchange establishing was a historical event



KAMIL GEMRA

Anyone who suffers deeply over every loss and spends sleepless nights because of it, should never engage in this business – says **dr Wiesław Rożucki**, the co-founder of the Warsaw Stock Exchange, the first Chairman of its Management Board in 1991-2006, **doctor honoris causa of SGH** and SGPiS alumnus.

**Kamil Gemra:** Mister Chairman, it will soon have been 33 years since the first stock exchange trading session took place. Do you remember that day and the emotions you felt? How did you manage to pull off such a success?

**Wiesław Rożucki:** To tell the truth, I remember that day more than any other of the following events on the stock exchange. This fact had historical implications. The first trading session after 52 years. The market and the stock exchange started determining the value of Polish companies. For 50 years the stock market had been absent from our lives, so launching the stock exchange was a big thing. How did it come about? Full-blown preparations continued all throughout 1990 and in the first quarter of 1991. It should be borne in mind that launching the stock exchange was an important part of the economic transformation, i.e. the Balcerowicz Plan. Yet, that project was unique.

The entire Balcerowicz Plan was about stimulating the primary free market forces which worked bottom-up, but the capital market came into being differently, it was created in a top-down process by the government. In 1990 a heated debate was going on in Poland about when the capital market should be restored. There were many influential people advocating strongly for relying on pure market forces and believing that individual entrepreneurs should be setting up their own exchanges which would then get professionalised over time. The other school of thought supported the creation of a complete, modern infrastructure for which private capital was not prepared, thus it was supposed to be a job of the government to see through. The original plan provided for the stock exchange to go into private hands in due course. This had never actually happened. We built the entire infrastructure - the stock exchange, the National Securities Depository and the Securities Commission. This market infrastructure was not intended to be some original, Poland-specific system, it copied foreign models of the time, occasionally implementing some insights about the future.

**Was it as simple as that?**

Certainly not. For instance, in the neighbouring Czechoslovakia an altogether different model of a general voucher privatisation was adopted. The stock exchange was completely non-existent in the government agenda. In our Polish model of privatisation, particularly for large enterprises, the capital market played a crucial role. Establishing a modern infrastructure, targeted at the mass shareholding, constituted this specifically Polish strategy which was not employed in any other post-communist country.

**Please explain how it actually worked.**

Frequently, assets were sold either to strategic investors or in the voucher privatisation which was quickly taken over by the so called strong hands, so no general participation of the wide public was assumed in this process of privatisation. Our stock exchange had to be built very fast. Privatisation had

already begun. It was important to establish the stock exchange, so that the first IPOs which took place at the turn of 1990 and 1991 could go to the secondary market, and this happened on 16 April 1991 in the form of the first stock exchange listing. The stock exchange was built in the simplest form possible, its trading sessions took place once a week. In its first year the trading system was based on single price auctions once a day. Such a simple architecture was due to the telecommunications system in Poland which made continuous trading infeasible and investors could not place orders during the trading sessions. Well, maybe some of them could, but an average investor did not have such tools. We wanted a simple, easy and equal access to the market. One more thing - the market was order-driven. In Europe it was rather common, however on the biggest European market in London the trading was driven by prices. There were the "market makers", a bit like Polish currency exchange offices - no negotiation was possible, just the bid and sell price which fluctuated during the day. We did not take this path, and for a good reason. Later on, this Continental European system driven by orders became widespread across the entire Europe, it was also adopted in London, so we were right to go for this model. I believe it to be the stock exchange's DNA - a simple market, open to all, modern and properly supervised. These were the right parameters for the capital market.

**And if we could once more take this historical angle, can you name two or three key events after the stock exchange had been launched, that have the greatest impact on its today's form?**

I would say, certainly 1993 and 1994, the overheating bull market which should actually be classified as a stock market bubble. Prices grew over a dozen times, that was the time when Bank Śląski went public, the issue was heavily oversubscribed due to extremely high demand. Share subscriptions were at their historical highest of 830 thousand. It has never happened since then. Another such record was broken by the public offer of the Warsaw Stock Exchange itself in the autumn of 2010, amounting to 320 subscriptions.

The Stock Exchange became highly popular then. This is a standard stock exchange mechanism: when something is very popular, the price keeps growing because everyone wants to buy. A price that grows is not the public offering price, but the first stock exchange price. It is only a matter of time when the bubble bursts, leaving everyone disappointed. Naturally, those who had sold earlier, felt happy, but those left with shares on their hands had to wait another couple of years to make a profit. Yet, it must be stated there was no one who made a loss on that offer. Today, in casual conversations, people often like to call it a scandal because prices were

high and then took a sudden tumble. I believe it was only a matter of how much you managed to earn on this offer, no losses were recorded, nevertheless many were left disconcerted.

**Any other significant developments you can recall?**

Most importantly, the stock exchange did not collapse after the bubble, it was more like a baptism of fire. Starting from 1994, the number of listed companies began to rocket. During the first years there were too few companies on the stock market, which ultimately led to the creation of a speculative bubble. However, after the bubble burst in 1994 and 1995, the stock exchange experienced its golden years. In the years 1997-1998 about 100 new companies got floated in one year. Compared with today's data, it seems unbelievable. Another important development which spurred hope for a mass participation of investors was the General Privatisation Programme. The programme took a long time to design in 1996 and 1997. The share certificates went into circulation, but in reality potential risks overshadowed the gains. Finally, neither did the risks nor the privatisation potential gains materialise. In hindsight, it was a non-event type of thing.

The year 1998 when we started listing derivatives was way more meaningful. In retrospect, it was the right decision to start from futures contracts on WIG20 index, even though other markets' experiences were not consistently positive. Some started from options, others from futures markets. For about two years I kept enquiring other stock markets about where we should begin. They recommended starting from futures, as these were easier to handle and understand, so we followed the advice.

**In subsequent years this market of derivatives, particularly futures contracts, was extremely popular.**

It was the only market which was truly active in post-communist countries. No other stock exchange was able to launch a market with a sufficient scope of liquidity. I still believe it to be a great achievement. Today, futures contracts have lost their appeal, but for at least a decade they constituted one of the pillars of the stock exchange trading and were frequently used by investors. According to me, the launch of the Waset system in 2000 was also crucial. It was a highly advanced trading system which, unlike its predecessors, allowed brokers to operate remotely. The stock exchange opened to brokerage houses and banks which did not have to be located on the stock exchange premises, or even in our country.

The stock exchange became international in 2000 and in the same year outperformed Vienna in all three important categories: the number

of listed companies, stock exchange capitalisation and daily stock trading. After 10 years we managed to get ahead of the Vienna stock exchange which had been working practically uninterrupted since the 18th century. It demonstrated the robustness of our market and promised a great growth potential.

#### When did this momentum ease down?

I think this growth impetus of the Warsaw Stock Exchange started slowing down in the second decade of our century, so after 2010. The stock market capitalisation, being the value of all domestic companies versus the GDP, started to deteriorate. In 2007 the market capitalisation of domestic companies accounted still for 40% of the Polish GDP. Today it is at 20%-25%, which shows that the valuation of Polish firms does not keep pace with the economic growth. If we compare our WIG20 index, we can see that for the last 5, 10 or even 15 years it has been trailing behind other European indices.

When I started studying at SGH in 2006, everyone was into stock exchange investing. At SGH entrance there was a stock ticker, sponsored by one of the brokerage houses, where the stock exchange listings could be tracked, as if investing was the number one thing in life. Back then, it was a real bull market which hit the roof in 2007. Nowadays, things have changed immensely. Students can choose from a multitude of varied investment opportunities, including putting their money in crypto-assets and launching start-ups.

Well, sorry to say this, but start-ups are no longer the flavour of the month. Crypto-currencies, on the other hand, look quite promising.

#### What is the root cause of this situation?

**What should be done in order to boost the interest of SGH students and individual investors in the stock exchange?**

My advice is simple, yet hard to put into effect. The purpose of the stock exchange is for investors and issuers to make money. When valuations are low, it means share prices are not rising, so investors who acquired these shares in the long term will not make a profit, and with inflation running high, they may even incur losses. Therefore, it should come as no surprise that both students and individual investors have felt disappointed with the bear market of the last years. And it is not about the stock market offerings being unappealing. There are numerous companies to choose from, for instance some gaming businesses. That used to be a strongly bullish segment which even now remains popular. Yet, that is not true of the entire stock market. If only the shares of other companies could keep up the pace!



When I meet people these days, they say: "Mister Chairman, in your time the shares were always on the rise". Well, that is not quite true. But, when the shares started falling then, everyone somehow thought the trend was temporary and expected prices to bounce back soon. It somehow usually came true in those days, but not any more. When I was leaving the stock exchange in 2006, the WIG20 index exceeded 3000 and reached 3800 soon after. Nowadays, a bull market is announced when it gets to 2300. It shows how difficult it currently is to make a profit on the stock exchange.

#### The same applies to issuers.

Definitely. When valuations are low due to relatively low prices in IPOs, many issuers seek to leave the Warsaw Stock Exchange. Actually, for a few years now the number of companies quitting has been higher than the number of IPOs.

**How is that?**

No economic development is triggered by one factor solely. To my mind, we should first consider the situation of companies of the State Treasury, particularly as their volumes dominate WIG20, but their valuations are several dozen per cent lower than their counterparts in Western countries. Even when these companies turn a profit, their multiplier, price to earnings are lower. Why is that? I tend to think that our corporate governance has a lot of room for improvement.

**What do you mean? Can you expand on that?**

I have always believed that the core purpose of any company management is to deliver on its business goals, i.e. to maximise shareholder value. This was even put into the first Warsaw Stock Exchange “Good Practices” in 2002 as a key objective. Over the last eight years, I have frequently heard that the key purpose of the state-run companies’ management bodies was to implement the programme of the winning political party, which created an alternative corporate governance model at the service of various partisan interests. Maximising value and delivering on business goals was put aside and that inevitably pushed the valuations down. Each company’s valuation always accounts for future forecasts. Forecasting the future of such state-run companies may lead to a conclusion that there is a certain likelihood of such organisations pursuing partisan interests, instead of focusing on profit maximisation. Alternatively, successful companies may have some additional tax burdens imposed on them. In recent years the stock market has been viewed not as a tool of stimulating economic growth, but a source of budget revenue to ensure the financing of social transfers. Thus, investors have grown aware of the risks involved in state-owned companies engaging in meeting other than business goals. If a company is perceived as high-risk, its valuation will slump.

**What about other companies that can be interesting investment targets?**

I keep asking myself the same question. The answer may be that when other privately-owned companies watch those really big, state-run firms operate under “alternative corporate governance”, they may question whether it is reasonable to go an extra mile and bear the cost of complying with all the tight regulatory requirements. Moreover, Polish companies are a few times smaller than those on Western stock exchanges, but most regulations are set at the European level. This means additional costs. Big companies can bear the brunt, but smaller organisations will often crack. I think we should fight in the European institutions to reduce the costs of compliance with regulatory requirements

for small companies, even when they are listed on the main markets.

**Mister Chairman, our interview is held one day before you receive the title of doctor honoris causa from SGH. What is your take on the impact SGH has exerted on capital market professionals, potential investors and issuers?**

I believe this impact to be highly significant. To justify this view, I would like to recall my own career path, as I have been frequently asked how my interest in the stock market started. It all began while I was still a student. My university years were in 1965-1970 when the stock exchange was more of a forbidden fruit. According to the government authorities back then, it was a sign of “rotten” capitalism, reinforced with television images of stock market crashes leading to citizens losing all their money and going off their minds. It was presented as an anti-model of the economy. Despite that, I had always been fascinated by the stock exchange. During my student days in the Foreign Trade Department I took a course titled Foreign Trade Organisation and Techniques. One of the reluctantly discussed topics was the operations of commodity exchanges, particularly using futures contracts. I can still remember about 200 of my fellow students in the Foreign Trade Department resenting of this topic which they found overtly incomprehensible and abstract, so nobody was into it.

**What about you?**

I was determined to find out about the economic reality of a farmer who could sell his crops before they were harvested at a previously fixed price. It really got me interested. So much so, that when I first travelled to the West in 1968, I visited the London Stock Exchange, and experienced the excitement of watching it in action. It can be concluded that even at that difficult time, SGPiS curriculum offered a highly professional and non-political course where students could learn the intricacies of foreign trade.

**What about the role of SGH in disseminating the economic knowledge?**

When I was a student, there were merely four departments. It was only the Foreign Trade Department that conducted research into international trade exchanges. The other focused on finance and statistics, production efficiency and domestic trade, so their interests were constrained locally to Poland and did not explore the world economy. Nowadays, it is hard to imagine large scale business operations in Poland without some awareness of the global economy and its impacts.

To my mind, it is this type of economic knowledge, concentrated on the global economy, that is absolutely necessary to understand own domestic

economy. I can also confirm that during the first years of the stock exchange students were the most engaged group of stock investors. Among all professional groups, such as office workers, manual workers, farmers, etc., students were at the forefront of those interested in the stock market.

#### **What do you think was the reason?**

Stock market investments do not require high capital outlays, the required minimum on the Polish stock market was very low. For students, the nature of the stock market being a bit of a gamble posed an intellectual challenge. Still, some solid rudimentary knowledge counted. It could help, with varying accuracy, make forecasts about future trends. In the games of chance forecasting makes no sense, however it is possible to make accurate forecasts on the stock market and with it comes a monetary reward.

The same logic applies to business ventures, yet starting a company, even launching a start-up, requires sufficient capital or at least some outstanding idea which can immediately attract financing. It is not easy, some own or loan capital is necessary. On the stock market, you can start some small investments with a few thousand zlotys on hand and check the accuracy of your forecasts, see how anxious you get when you lose money, whether you are fit for this type of business. People who suffer over every loss and spend sleepless nights because of it, should never engage in the stock market.

**2024 has been established in Poland the Year of Economic Education. Please conclude, how important is the economic education of our society in terms of stock market operations and basic economic knowledge, two strongly intertwined fields?**

This brings me to the origins of the Polish stock exchange again. To us who created the stock exchange and managed it, education was crucial. It was equally important to the trading techniques because we wanted the stock market to be treated as a natural thing.

Just as going shopping for groceries, we wanted people to be visiting brokerage houses and investing their money. We strongly advised people never to invest most of their money in the stock market. The other important reason was that this initial education was supposed to gain the trust of investors. Trust was not about the assurance that an investment always meant a gain. Trust was about the transparency of the stock market trading. It was about the acquired shares appearing on the client's account and about receiving cash every time the client disposed of the stock. It meant some firm and unbreakable rules. Trust is necessary for investors to get assurance that the rules of the game are fair, although the game outcome may be uncertain.

There needs to be a level playing field for everyone, with no preferential treatment or terms.

#### **These are really high standards and principles.**

They are indeed. Today, when I look at the economic education levels of the Polish society, not necessarily related to the stock market, they strike me as shockingly low. Some surveys have found out that about a half of people in Poland are unable to calculate the percentage, not to mention the compound interest. This is the primary school level competence! Maybe the school teaches percentage calculation, but not for the purpose of managing a bank loan, which, as a consequence in real-life, causes many misunderstandings and complaints from banking services users. Nowadays, in some bank loan situations, using the Swiss franc or the zloty, when WIBOR is questioned, the paradigm changes. A consumer who has borrowed the money complains about not having been informed that WIBOR might rise, or about not knowing interest will be charged. Not possessing such knowledge or pretending not to have it starts to be risky.

Due to this status quo, banks increasingly start to treat their clients as consumers who potentially have no knowledge at all. Fortunately, on the capital market investors are expected to be able to anticipate the involved risks. Should this no-knowledge trend, God forbid, extend to the capital market, then every loss, being an inherent part of capital market dealings, may give rise to a court litigation.

Recent developments in the banking sector point out either to extremely scarce economic knowledge or to the cases when the lack of knowledge is used as an excuse by law firms specialising in seeking legal redress.

Therefore, I believe the Year of Economic Education to be of utmost importance. This education should be also diversified according to age groups. Older clients should be educated about our banking and insurance infrastructure as they frequently feel irrationally suspicious of those institutions. For the young generation sky seems to be the limit. Most of them invest using mobile banking and can naturally close deals. What they may need is the education helping them develop the skill of discriminating true and fake information on the Internet.

**Thank you for your time. 🇵🇱**

**DR KAMIL GEMRA**, Digital Finance FINTECH Unit, SGH  
Collegium of Business Administration

# Professor Edward Lipiński – world renown economist, “KOR” co-founder and art collector

† Professor Edward Lipiński  
in his apartment

As has been the custom established in recent years, in October, during the inauguration ceremony of the academic year at the SGH Warsaw School of Economics, its rector announces the patron of the year at our university. In 2023, we celebrated at SGH Warsaw School of Economics the year of Professor Edward Lipiński.

Undertaken on the centenary of professor Edward Lipiński becoming employed at our university, the initiative aims to remember and honour an eminent world renown economist, author of an enormous number of works, Vice-Rector of SGH in 1937/1938 and 1945/1946, as well as Director of the Municipal School of Commerce and coordinator of SGH underground activities during World War 2 occupation.

Professor Edward Lipiński, who also served as an honorary president of the International Association of Students in Economics and Business and was a member of the French Academy of Moral and Political Sciences, as well as the British Academy, was also among the most active representatives of the democratic opposition, the co-founder and member of the Workers' Defence Committee/KSS “KOR”.

On October 11, 2023, the day of the official inauguration of the new academic year 2023/2024, the exhibition “There is no economy without entrepreneurship” was opened in the general reading room of the SGH Library. The apartment of Professor Edward Lipinski - the informal headquarters of the KOR”. It showed Professor Lipinski's apartment in the so-called Professors' House of the SGH at 22c Rakowiecka Street, which became the informal headquarters of the KOR. In addition to the furniture and artwork provided by the professor's family, there have also been demonstrated eavesdropping devices lent to us for the duration of the exhibition by the Museum of Polish Soldiers and Political Prisoners. The apartment of Mr. and Mrs. Lipinski, located on the top floor of the Professors' House, was subject to total eavesdropping in addition to telephone tapping.

Among the university's most distinguished professors, vice-rectors and rectors, Professor Edward Lipiński holds a special place. He is a figure combining the pre-war traditions of SGH with the recent history of the university. A human with immense merits in guiding our community through the difficult times of the World War 2 occupation and the Stalinism years. 🇵🇱

Edited by **KAROLINA CYGONEK**, Press Unit, SGH Rector's Office



PHOTO: PRIVATE ARCHIVE



PHOTO: MARCIN FLIS, SGH (4)



- ① Pictured are SGH Rector dr hab. Piotr Wachowiak, prof. SGH, and Barbara Lipinska-Leidinger, granddaughter of prof. Edward Lipiński.
- ② Exhibition at the SGH Library.
- ③ The commemorative plaque, prepared by the Office for Commemoration of Struggles and Martyrdom of the Institute of National Remembrance in cooperation with SGH, was unveiled on October 11 2023 in the immediate vicinity of the so-called Professors' House, located on the SGH (formerly SGPiS) campus. The ceremony was attended by members of the KOR (pictured Wojciech Onyszkiewicz) and the KOR Social Self-Defense Committee, representatives of the Institute of National Remembrance, SGH authorities, members of the SGH Senate and the SGH academic community.
- ④ Exhibition at the SGH Library.



PHOTO: PRIVATE ARCHIVE

✦ Tytus Brzozowski with the project of the mural "Warsaw Islands"

✦ Mural on Prózna Street

# Passion, strong will, life momentum

 MAGDALENA ŚWIĘCICKA

Architect, watercolourist, author of Warsaw murals, including the one presenting "President from SGH" in Mokotów. Winner of the contest for the Warsaw Citizen of the Year. Magdalena Świącicka talks to **Tytus Brzozowski**.

At the end of the year 2022 you unveiled the SGH mural in Mokotów, and already in March 2023 you won the Warsaw Citizen of the Year plebiscite. Over the past 12 months, you've accomplished numerous fantastic artistic projects that have garnered great interest from the capital's residents, but increasingly, you've also been doing work for businesses and institutions. You've been successful in this field as well. Ten or fifteen years ago, did you expect that an artist, a watercolourist, a painter, a rather niche creator, would gain interest of such a large audience and be so appreciated?

Fifteen, or even ten years ago, I was planning entirely different things, and maybe this is an interesting story about how it's worth trying and seizing opportunities. During the time you're asking about, I lived in Finland, where I studied and worked. My primary plan was to succeed in architecture, to which I devoted all my time and efforts. My dreams for the more distant future revolved around constructing significant buildings that would change my beloved Warsaw. I wanted to be like Bohdan Pniewski, an architect known and beloved by Warsaw residents, to become a designer who would permanently inscribe himself into the city's fabric. My immediate plans focused on working in a dream architectural firm, which

I achieved shortly afterwards. Upon returning from Finland, I joined the firm JEMS Architekci, and that's where my career took an unexpected turn. Working with office buildings, large housing estates, or skyscrapers, I was seeking relief in my hobby from my student days – painting. Painting fantastic lands, where my city became the main character, turned out to be a remedy for the stress of working on major investments. Unlike in architecture, here everything depended on me: houses could really fly, trams could emerge directly from buildings, and tenements could stand on long, thin legs above green meadows. After the first exhibition of my paintings and the interest it generated, it became clear that a new, exciting, and entirely unplanned path was emerging before me. Architecture is a vocation and a mission; I could not imagine giving it up. However, working on my own project, in a field that gives me immense satisfaction, absorbed me completely, and I quickly realized that there was no turning back to designing for me. I deeply regretted that the vision of changing Warsaw, of making my mark on the city's fabric, would likely be inaccessible to me, but the joy of daily work and the sincere, warm emotions I received as feedback were a new quality. It's probably a cool example of how life can lead us down unexpected paths and how sometimes it's good to trust intuition.

A few years ago, I attended the opening of your exhibition in Saskia Kępa. Crowds came to see it! It was very interesting to listen to your lecture, in which you vividly spoke about your artistic evolution, colours, motifs, and fascination with architecture. That was when I thought: this is it! This is the idea for me. It seems you're pursuing it very consistently, mural after mural. Have you ever defined the goal of this professional path for yourself? Or maybe there are several?

Setting goals really motivates to act and organizes time. It's great if the goals include dreams that can be broken down into more down-to-earth, yet more achievable steps. I'm constantly planning various things in the long term, and I also outline goals for the near future.

Working with heart and passion really helps; for me it is quite easy. It just so happened that something I treated as a pleasure or a relaxing addition done in my spare time has become my main occupation. I am fascinated by Warsaw, its tangled history, pervasive nostalgia, and its extraordinary drive. It's very important for me to convey this in my work.

Let me go back to your idea of yourself and consistently sticking to its realization. Today, in the age of new media, we would call it "personal brand management." Since I can remember, you've

been actively involved in social media, appearing in traditional media, consciously building a community centred around your idea of yourself, or perhaps already – and I wouldn't hesitate to use this term – a brand. Your communication is characterized by authenticity, spontaneity, but also consistent frequency of publication. How would you define this stage of your professional and media presence? Is it still a "good idea of yourself" or already a conscious management of personal brand?

From the very beginning, I tried to manage my brand as professionally as possible. I think everyone has one. I assumed that the way we're perceived by others largely depends on what we say about ourselves or how we present ourselves. A significant moment for me was the first exhibition, which took place at SARP on Foksal Street. While organizing this event, I developed a lot of standards that would apply later on. I built a language of my visual identity, established contacts with the media that I still have today. Of course, I was also in social media, where I try to be active all the time. However, I think it's important to keep

#### Tytus Brzozowski

fascinated by the soul of the city, recognized author of Warsaw murals. He often juxtaposes building plans and human silhouettes, creating colourful, cheerful scenes bordering on reality and fantasy. His favourite protagonist is the city of Warsaw. Brzozowski's paintings have been exhibited, among others, during the Season of Polish Culture in Ningbo, China, and on the prestigious ARTLIFE festival in Moscow. They are also used by the Polish Tourist Organization to promote Poland at international fairs. He is the author of the mural "President from SGH," on Madalińskiego Street in Mokotów, commemorating the centenary of the election of Prof. Stanisław Wojciechowski as Poland's president. Winner of the contest for the Warsaw Citizen of the Year 2022.



PHOTO: PRIVATE ARCHIVE

a healthy perspective here. Wide reach doesn't necessarily reflect the value of what we do or success in our field. Social media are fickle and rely increasingly on providing entertainment. Everyone has to consider how much time they want to spend on getting their message across to others, and how much time to spend on actual work.

**Grand galas, awards, interviews, and a sense of artistic and professional fulfilment are certainly a source of immense satisfaction and motivation. But what, in your opinion, lies at the foundation of success? Let me guess: hard daily work, maybe even a discipline that we as recipients don't perceive?**

I am disciplined, I love my work, and I devote a lot of time to it. I used to believe that achieving success required 130 percent commitment (laughs). I think that passion, strong will, and life momentum are very necessary, although lately I've been investing more in work-life balance. We all have the same 24 hours to manage.

**In the Warsaw Citizen of the Year 2022 contest, you received the first prize "for adding colour, energy, and cultural education to Warsaw through urban murals and world-class paintings." Undoubtedly, with your murals, you initiated a new era in the city's architectural landscape several years ago, transforming it from**

✦ The "President from SGH" mural by Tytus Brzozowski, a recognized architect and painter with ties to Warsaw, was unveiled on 22 December 2022 in front of Building M of the SGH Warsaw School of Economics at 6/8 Małackiego Street. The mural commemorates Polish President Stanisław Wojciechowski, who taught at the WSH Higher School of Commerce in Warsaw (later the SGH Warsaw School of Economics) from 1919 to 1939. The work was created on the occasion of the 100th anniversary of Stanisław Wojciechowski's assumption of the highest office in the state. Stanisław Wojciechowski was the patron of the year 2022 at our university.

**an ugly duckling into a vibrant European capital. Did Titus Brzozowski change Warsaw, or has Warsaw always been likeable, and you simply reminded us of that with your work?**

I've always loved it! Obviously, I was aware that this wasn't a simple relationship based on easy infatuations. Building a bond with Warsaw has always required time and some goodwill, but it's true that the unfair image of the city as Cinderella is fading into oblivion. From the beginning, that's been my work: saying that Warsaw is great and proving it with colourful, fairy-tale images. I'm glad that more and more people think like me, and the truth is that our city is changing a lot. It's very special to live in times of such vibrant transformation; witnessing this change into a friendly metropolis is a great experience. I strongly believe and I'm truly convinced that Warsaw won't slow down.

The title of Warsaw Citizen of the Year has a special meaning for me; it's an extraordinary distinction. Murals have helped me reach out with my ideas and programme to the people of Warsaw. These works are personally very important to me. I'm an architect who gave up on building, and thanks to murals, I had a chance to make a mark in the city! Wall paintings are becoming Warsaw's hallmark. They add vibrancy, speak about matters important to us, help to adapt the environment and give it new features. There are tours organised to watch them; even the Warsaw Tourist Organization has issued a guide along the route of my murals.

**Surely, this map won't miss the mural you made for SGH in December 2022.**

The mural on the wall of M building on Małackiego Street tells the story of the president from SGH, Stanisław Wojciechowski. He was an extraordinary, albeit somewhat forgotten figure—an activist, conspirator, an agent smuggling weapons and printing machines into Poland. A strong personality with impeccable moral principles. In the project, I managed to show moments from the president's life such as independence demonstrations, conspiracy, unsuccessful assassination attempt on his life in Lviv, or a key moment for Poland, namely the May Coup, where Wojciechowski opposed Piłsudski during the famous confrontation on Poniatoński Bridge. The mural has also environmental impact: it was made with anti-smog paints, which, thanks to titanium dioxide nanoparticles, under the influence of sunlight and water vapour, break down toxic nitrogen oxides into harmless elements.

This is my first work in Mokotów and in a wonderful location—right next to Puławska Street and Nowy Teatr. There are already several murals on Małackiego Street—it's worth to stroll along them.



PHOTO: MARCIN PLUS, SGH

*“Building a bond with Warsaw always required time and some goodwill, but it’s true that the unfair image of the city as Cinderella is fading into oblivion.*

Have you ever considered the possibility of visually recreating the original plan of the university campus, authored by Jan Koszczyc Witkiewicz, in a mural? Could it still, over a hundred years after its creation, be an inspiration for builders, future modifiers of the campus?

In my paintings, I use buildings from different parts of the city and different moments in time. I love to recall buildings that no longer exist in Warsaw, and I also enjoy playing “what if,” where I refer to unrealized plans. Pre-war skyscraper projects are particularly intriguing to me.

Warsaw is fortunate to have extraordinary university buildings, and the work of Jan Koszczyc Witkiewicz is absolutely outstanding. The pyramid topping the building is undoubtedly a symbol of the entire district. Both pre-war buildings and the later main building of SGH form a common language and a very beautiful, clear composition. I don’t know anyone who wouldn’t be impressed by the spectacular, bright Parachute Hall (Aula Spadochronowa). Koszczyc Witkiewicz sought a local, Polish language in architecture; SGH campus is a great achievement in his search for traditional, Zakopane-style, Polish motifs. I think studying in a place saturated with history has its great merits; the historical splendour of SGH buildings adds gravity and prestige. Expanding the campus, I would strive for a similar scale and architectural language. If I had to find one element that could easily enhance the qualities of this place, it would be an attractively arranged and prepared green area for leisure and study.

**I am talking with an artist, so let’s day-dream for a while. How would you imagine a perfect city of the future?**

When I was preparing for the architecture exam and we had to draw the city of the future, everyone drew giant skyscrapers with cars flying among them. Today, in the face of climate crisis,



PHOTO ANDRZEJ JASZCZUK

† Then-Deputy Marshal of Sejm (lower house of the Polish parliament) Małgorzata Kidawa-Błońska, great-granddaughter of President Wojciechowski, attended the celebrations, which began at SGH with the inauguration of the 2022/2023 academic year. For her part, Kidawa-Błońska thanked the SGH authorities and the SGH staff for commemorating Stanisław Wojciechowski, “for what he did..., to remember his character and, most importantly, the kind of person he was...”

a perfect dream city is different. I would rather imagine a green land organized so that the citizens can reach every place easily and quickly, run their errands on foot, spend free time in well-designed public spaces.

**I am also talking to an architect, so let’s come down to earth for a moment and look at things realistically. What should modern cities be like for their residents to make their life quality as good as possible?**

Cities must be more friendly and accessible. We need cities with clean air, which don’t turn into heat islands in the summer, boasting efficient transportation, spatial order, and parks. I really wish that Warsaw, a city which is closest to me, would work on its spatial order. In my mind’s eye, I see green squares filled with people, shopping streets, pedestrian promenades, avenues lined with several rows of trees. I dream of even fuller utilization of the great asset, which is the river, curbing the advertising and small architecture chaos, organizing a real city centre, full of services, culture, small squares offering friendly space for leisure and harmonious living. 🇵🇱

**MAGDALENA ŚWIĘCICKA**, former employee of the Press Unit, SGH Rector’s Office



# Modern campus – vital foundation for teaching and research


 **MARCIN DĄBROWSKI**

**O**ur university is known for its beautiful, historic campus. The architectural design was conceived by the renowned architect Jan Witkiewicz-Koszczyk. The first building was completed in 1926, while the stunning Library was opened four years later and still delights all our students and guests. The main building opened to academic staff and students later in 1954. This building features dozens of classrooms and large auditoriums, including one with over 700 seats. Outside the main campus, there are several other university buildings located within walking distance, including the educational building completed in 2006 – as part of the 100th anniversary celebrations. All classrooms in the historic, as well as in the new buildings are adapted for modern teaching, including hybrid classes

with additional displays and cameras that track the tutor.

The year 2024 comes with an upgrade of the university's facilities in the form of a modern educational building, located right next to the historic campus, in the buffer zone of the city park. As its façade and roof are covered with greenery, it beautifully blends in with the surroundings. The building evokes the design elements of the university's historic infrastructure. The stylish pink of the façade matches the colour of buildings on the historic campus, while its design brings to mind the shape of a pyramid, characteristic of the dome of the university's main building. The building's innovative appearance stands out among the architecture of Warsaw. In addition, there are two colossal 18-metre-high vertical gardens inside, stretching up to the ceiling. But what is truly unique in the construction of the building is that these green walls climb not from the ground floor, but the underground storey. The building has 24 classrooms, for nearly 1,000 students, plenty of open-plan coworking spaces for students, and floors for research departments and offices.

This is not the university's only ongoing investment. We are in the process of building a new pavilion situated in the middle of the city park, which will combine two functions – that of a didactic building and of a place for the promotion of culture. In addition to teaching rooms and coworking spaces, it will include a foyer for art exhibitions and a studio for recording video content.

We are also constantly modernizing our dormitories to provide an increasingly high standard of accommodation for students and visitors from abroad. We look forward to welcoming you there! 

**DR MARCIN DĄBROWSKI**, SGH Chancellor



# SGH

# Partners Club

WE INVITE YOU ON OUR JOURNEY

klub.partnerow@sgh.waw.pl

CSR and ESG projects  
Conferences and workshops  
Job fairs, internship  
and apprenticeship offers  
Scholarships, awards, competitions  
Joint courses for undergraduate  
and postgraduate students  
Substantive cooperation  
for postgraduate studies  
Enhancing brand recognition  
of business partners

Together we shape leaders



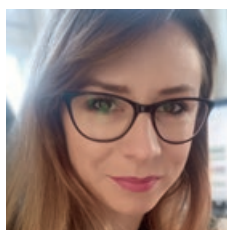
# SGH Partners Club – a model of university-business cooperation

 **PATRYCJA DUTKIEWICZ**

Cooperation between universities and businesses is one of the pillars of strategy, as well as an area that every day faces new challenges in a turbulent environment. In this relationship, the university has always emphasized the participation and role of not two, but three parties: the university, the business organizations and the students. The mission of SGH is to shape leaders, which means that our focus is not only on the educational aspect, but also on developing soft skills, building attitudes of social responsibility and creating an image. In this regard, the support of the business environment is invaluable. Who, if not them, knows best what challenges young SGH graduates will have to face?

## SGH PARTNERS CLUB

The triumvirate of cooperation in the form of the SGH Partners Club - as this project is called, has been ongoing since 1998, when we started writing this story together. The aim of the Club is to effectively use the resources and the potential possessed by the university and its partners by combining the achievements of science and education with rich practical experience. SGH Partners Club is not just an "organization" that brings together the business environment, it is not merely about being university partners. Primarily, it is about the people who design and implement strategies together every day.



It is an incredibly interconnected network of relationships and mutual influences, an ecosystem that skillfully combines the needs of students, expert knowledge of the academic community, and the expectations of a dynamically changing labour market with its multi-level and diverse nature. The past 25 years have seen many groundbreaking events in the history of both our country and the university and its environment. The memorable year 2000, joining the European Union, reforms, digital transformation, artificial intelligence at hand, the COVID-19 pandemic. These events witnessed successive generations of graduates entering the labour market, from generation X to Gen Z, from the Internet available for hours in internet cafes to unlimited contact and conducting business online 24 hours a day. The conditions and challenges have changed, the environment and people have changed, the idea behind SGH Partners Club has remained unchanged.

## BACK TO THE PAST

In 1998, when prof. dr hab. Janina Józwiak, the then rector of SGH, signed the first "Partnership Agreement for the Development of SGH", the Club was established by 12 members. 12 companies with a significant position in our market undertook the initiative of close cooperation, recognizing the need for information exchange between organizations from the world of economic practice, the business world, and SGH as an educational institution. The need to adapt the profile of SGH graduates to the needs of the economy and to support them in shaping their professional careers was recognized. Already then, they would wonder about the fate of the graduates: how it was unfolding, how quickly they were advancing, what positions they held, how they were directing their careers, what competencies they were looking for. Many years later, the System for Monitoring the Economic Fate of Graduates (ELA) would be created, the purpose of which presently is to provide verified, current and comprehensive information about the situation of graduates on the labour market. At the time when SGH Partners Club was starting its activity, cooperation with educational institutions was in the niche area of interest for modern enterprises, while in Western countries it had already been a long-standing practice, which could certainly inspire. 'As far as I know, our actions aimed at establishing such relations with the economic environment on a partnership basis, based on such institutionalized and long-term horizon, are a relatively innovative solution in Poland' - said prof. dr hab. Marian Geldner Vice-Rector for International Cooperation on 17 April 1998 in Programme I of the Polish Radio. Did the creators of SGH Partners Club expect that after 25 years they would be able to meet, shake hands and congratulate each other on a bold look into the future and perseverance in pursuing the original

## 25<sup>TH</sup> ANNIVERSARY OF THE SGH PARTNERS CLUB

assumptions? Probably not. However, history shows that the visionary approach of Rector Józwiak and the support of the business environment, and most importantly - the adoption of a long-term cooperation strategy, brought results and consolidated the functioning of the Club. 'There are many sentiments behind this decision. Most of the members of the Board of Bank Pekao SA are graduates of SGH. I am also a graduate. Being in these walls is very special. The benefits, which are very easily measurable, are obvious to us all. First of all, I have in mind the cooperation with those people who will soon leave the university walls. They are cooperating with us already as students. On our part, we

provide them with various opportunities to get to know their future professional lives in the form of internships, both in the country and abroad. There are still many different types of other benefits associated with such cooperation. This cooperation takes place on various levels' - emphasized member of the Board of Bank Pekao SA of the Pekao SA Group, director Mieczysław Skołożyński.

Companies that established the SGH Partners Club in 1998

- Asea Brown Boveri Sp. z o.o.
- A.T. Kearney Sp. z o.o.
- Bank Polska Kasa Opieki S.A. – Grupa Pekao S.A.
- Ernst&Young S.A.
- Gazeta Bankowa
- Giełda Papierów Wartościowych S.A.
- Henkel Polska S.A.
- Kraft Jacobs Suchard Polska Sp. z o.o.
- Petrochemia Płock S.A.
- Polski Bank Rozwoju S.A.
- Polskie Linie Lotnicze LOT S.A.
- Procter&Gamble Operations Polska S.A.

**“EVERY TIME YOU SEE A BUSINESS THAT IS SUCCESSFUL, IT MEANS THAT SOMEONE ONCE MADE A COURAGEOUS DECISION.”**

This is what one of the most important representatives and creators of modern thought of management, Peter Drucker said, and this is how the decision to establish SGH Partners Club can be summarized. The best proof of this are the companies that have invariably been supporting the university in its development for 25 years:

- Bank Pekao S.A.,



- ✦ The members of the SGH Partners Club
- ✦ Patrycja Dutkiewicz, Director of the SGH Centre for Corporate Relations and Piotr Wachowiak, SGH Rector
- ✦ prof. dr hab. Marian Geldner, dr hab. Zbigniew Dworzecki, prof. SGH, and dr hab. Piotr Wachowiak, prof. SGH



PHOTO: PAT MIC (3)

- ➔ EY,
- ➔ Warsaw Stock Exchange S.A.
- ➔ Procter&Gamble

“Some decisions after many years are considered good or very good, without a doubt this is one of the best we have made. Even though it was not my decision, I fully endorse it. At the moment, there are over half a thousand people in our ranks who have graduated from SGH..., and we cooperate with the university on many initiatives,” emphasized Paweł Tynel, partner and operational director of EY Poland, serving as the Ambassador of SGH. Every academic year, cooperation with businesses brings many benefits for both the university and the business world or the student community. It creates symbiotic relationships that promote the development of science, education, innovation, and the economy as a whole, even though on a daily basis we perceive this cooperation through the prism of organized events, conferences, or providing students with access to internships, practices, or development programmes. Indeed, cooperation with business gives them a chance to gain practical experience, establish contacts in the industry, and develop skills necessary for work. Companies can also use these programmes to get to know young talents and hire the best graduates. But cooperation with business also, and perhaps above all, enables the transfer of knowledge and technology. The university can also share its research, inventions and scientific achievements, which can be used by companies to develop products and services. On the other hand, businesses can convey to the university the latest trends and challenges, which helps in updating teaching and research programmes. Dr hab. prof. SGH Piotr Wachowiak, the current rector of SGH, frequently emphasizes the fact that business needs science and science needs business, and that cooperation is a necessity, because without it, it will be very difficult for the university to shape leaders in the right way. “I am very pleased that for 25 years the relations between us and the world of business have been getting closer and closer. But they are not only relations with businesses, but also with non-governmental organizations. ...thanks to this we know what businesses expect and we are able to shape students better, prepare them better for the labour market,” - Rector Wachowiak emphasized.

#### COOPERATION WITH BUSINESS IN PRACTICE.

The exchange of experience, mutual inspiration, stimulating development, signalling programme needs are just some of the basic elements of cooperation. What contributes to the consolidation of the cooperation model is the involvement in the Study Practically programme. Employers acting as academic lecturers? Yes! In the educational offer of SGH, more and more subjects are carried out in

cooperation with the university and its partners. For students this is a unique opportunity to enrich theoretical knowledge through work on business case studies and interaction with company representatives. Projects that are created as part of subject credits are often implemented in companies, and the students themselves can continue cooperation with a given company, receiving the opportunity for internships, participation in development programmes, or even employment. Both author's subjects and guest lectures are forms of cooperation that definitely help in adapting teaching programmes to the needs of the present day labour market. This form of cooperation also allows for a better understanding of the current requirements and trends. Thanks to this, the university can adapt its teaching programmes, including the practical skills and knowledge necessary for the graduates to find employment. As a result, graduates are even better prepared to take up work and meet the expectations of employers.

Companies involved in the development and creation of educational programmes:

- ➔ BIK
- ➔ CITI
- ➔ EY
- ➔ Google
- ➔ Grupa LUX MED.
- ➔ Kearney
- ➔ L'Oreal
- ➔ Mastercard
- ➔ McKinsey
- ➔ P&G
- ➔ Point72
- ➔ Samsung
- ➔ Uniqo

The substantive involvement of businesses in the development of students' competencies will be complemented by active participation in job fairs or the iconic Career Day event, which allows for the presentation of their current offer to interested students. Career planning is not an easy and obvious matter, not everyone who is in the first year of their studies must know exactly what they want to do, and which direction of studies is the right one for them. Therefore, at SGH students can individually arrange their study programmes. This is unique in the scale of our country. On the one hand, it is a great challenge for the university, but on the other – a great opportunity for students for personal development. Thanks to this approach, the student community can combine learning with getting to know business practice much more easily. In this entire ecosystem of planned careers and choice of development direction, a special role is played by career counsellors, who share their knowledge and experience on a daily basis during individual consultations, and during Career Day additionally



PHOTO: PAMEL GOLEBOWSKI, SGH


support those interested with advice or CV consultation. Additionally, there is a photo point, where you can take your first professional photo, either for your CV or LinkedIn profile. All this, combined with advice on image styling and employer branding tips, allows for comprehensive support during the event in the first steps on the business floor.

### GOING BEYOND THE SCHEME.

Joining SGH Partners Club also opens the way to some less obvious, innovative and often personalized forms of cooperation. The best example of this may be cooperation with Samsung, the original aim of which was to build a model of education which will allow students not only to understand the essence of challenges, but also to look for ways to face them. Cooperation and careful listening to the opinions of class participants resulted in the development of a model in which students prepare projects in teams that are diverse in terms of gender and nationality according to the Canvas model. Projects, presented in the form of start-ups, are evaluated by Samsung experts from the Business Development Department and the Research and Development Department. Such feedback from business allows for a better preparation

### ↑ Career Days at SGH

of graduates for professional work. Another example is the “Skills of Tomorrow” educational programme implemented by SGH and Google. The programme was part of the broader #GrowwithGoogle initiative, and its goal was to increase the chances of young people in the labour market, with a particular emphasis on new technologies. It is worth emphasizing that the project was created for young people whose professional situation was worsened by the pandemic, and who now have to find an innovative career path for themselves.

Regardless of whether cooperation with business is based on the implementation of teaching programmes, organisation and participation in job fairs or innovative educational and development projects, its strength is cooperation itself, as well as mutually benefitting from the knowledge and experience of partners, also taking into account reverse mentoring. Students also teach businesses and universities, and seeing a competitive advantage in this relationship is a recipe for achieving further joint successes.” 

**PATRYCJA DUTKIEWICZ**, Director of the SGH Centre for Corporate Relations

# Student activity at SGH

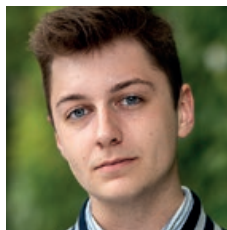
 KAROL WIĄCEK

SGH Warsaw School of Economics enjoys a reputation of the best economic university in Poland. To count its accolades may take hours, yet there still exists no prize or title awarded to a university with the most active and engaged students in Poland. I believe SGH should be recognised for having earned such reputation too.

There are over 60 student organisations and scientific clubs (SKNs), which is quite impressive, particularly when compared against other Polish economic universities, frequently complaining about rather subdued student activity outside of student boards or parliaments. An SGH outsider could wonder why it has so many different student associations. The answer may seem blunt, as it comes from a mostly subjective perspective – SGH students are truly exceptional. Those who get admitted never rest on their laurels, on top of working hard to study economic processes and current developments in the economy around, they are determined to pursue own hobbies and passions. This attitude explains why the actively operating student organisations at SGH are so numerous.

Students who have other than economic pursuits usually join scientific clubs or establish new organisations. This has given rise to a wide range of “genres” in student associations – there are those which aim to delve deeper into economic studies, some artistic clubs, local organisations with their units at SGH, special interest clubs or student institutions provided for in the Study Rules and Regulations or University Statutes.

Let us begin with student institutions – the SGH Student Board is the only body that represents the interests of all students of SGH. Every student has a membership of the Student Board, but it is the statutory and project teams that have the most active active engagement. SGH Student



Board is also the biggest student association at our university. It enjoys a lot of autonomy and has a significant impact on official decisions issued by other SGH bodies. For example, the Board has the right to approve candidates proposed for the positions of Vice Rector for Didactics and Student Affairs, Deans and Vice Deans of undergraduate and graduate programmes because the proportion of student electors (representing a specific university community and casting direct votes in elections) is one of the largest among other elector groups. The body can issue syllabus reviews and put forward own suggestions. In a nutshell, it has influence on what is taught at SGH and how the process of learning is conducted. The Board also protects student rights and obligations, it comprises the Scholarship Commission and the Disciplinary Commission for Student Affairs. Its statutory scope is wide, yet only a fraction of the actual activity. Most active Student Board members are involved in project work. During an average academic year the SGH Student Board launches over 30 various projects and initiatives for the academic community. These initiatives range from an issue of the Student Information Brochure or Academic Calendar to organising the biggest student charity marathon in Poland or a large-scale mass event like the annual student carnival, the Juvenalia. The scope of tasks





undertaken by the SGH Student Board is truly vast, therefore the number of actively participating students, including the executive committee, is estimated at about 300, year on year. Through this organisation, the student community speaks with one voice which is heard by SGH authorities.

Students of SGH are a numerous and diverse group of people united by their interest in business, economics and the economy. We are naturally differentiated, so our university makes room for science geeks as well as artistic souls. The latter are strongly represented on our SGH Choir, the Theater “Scena Główna Handlowa” [“Warsaw Scene of Economics”] or the Song and Dance Ensemble of SGH. Members of these organisations have many times lent class to the celebration of numerous official events at our university. It is virtually impossible to imagine an inauguration of the academic year without the beautiful choir performance, isn’t it? The initiator of a relatively new tradition – Polonaise Dance in the Parachute Hall has been the Song and Dance Ensemble of SGH, and the Theater “Scena Główna Handlowa” has been made famous for its high-level artistic performances.

The Polish Student Association (ZSP) and Independent Student Association (NZS) are also active and visible at SGH. They have their representations at many Polish universities, so SGH

is no exception. Their activity consists mainly in project initiatives – Successful Women’s Week, Honorary Student Blood Donation (“Wampirjada”) or NZS Days. These constitute flagship SGH ZSP and SGH NZS undertakings. One should not leave out the CEMS [The Global Alliance in Management Education] Club Warsaw – the only such branch in Poland.

For those interested in global corporations and business at large, great opportunities lie with the student scientific clubs of SKN Consulting and SKN Business. Both clubs are highly popular and rumour spreads wide about their storied recruitment processes. The Marathon of Consulting Firms or Academy of Alternative Investing are the events which attract opulent CV fans or maniacs of non-standard forms of capital allocation.

To some SGH students just a few hours of lectures and classes in Microeconomics or Macroeconomics is not enough. Some fall in love with statistics in their first class, others want to explore the intricacies of finance, energy policies, geopolitics or economics. The strictly scientific organisations cannot be counted even on two hands, and the topics they deal with are magnets for world-hungry SGH students.

Some of the global organisations like ESN and AISEC are also present at SGH. University internationalisation has become a vital purpose nowadays, with these two organisations bringing important contributions to this cause. Recently, The Global Learning Community has been established at our university. Members of this association communicate only in English, which helps engage our international students in the life of SGH student community.

A question may be asked whether all these numerous organisations are really needed. I strongly believe the answer to be yes. Student associations first and foremost encourage human integration, but also broaden our horizons. Engaging in various initiatives helps students develop soft skills and makes room for acquiring new ones or discovering unrevealed talents and competencies. And it is not just a matter of opinion. Increasingly, corporate recruiters will ask young candidates about their student life engagements. Why is that? A student who actively participates in the life of an academic community is much more likely to successfully cope with interpersonal problems, has more experience in organising events, planning budgets or marketing strategies. As inconsequential as it may seem, such activities are viewed as part of candidates’ professional experience or even work record, which becomes a strong asset in the times when employers tend to generally undervalue university degrees. 

**KAROL WIĄCEK**, volunteer of the Press Unit, SGH Rector’s Office



PHOTO: ARCHIVE OF THE SGH FOLK SONG AND DANCE ENSEMBLE

# The best way to air out costumes is through concerts

A conversation with **Anna Markowska**, manager and content supervisor of **the Folk Song and Dance Ensemble of the SGH** Warsaw School of Economics on the occasion of its 20th anniversary.

 ANNA SYDORCZAK

## BEGINNINGS

*My adventure with the ensemble began, in fact, right from the moment of its inception, i.e. in 2004, when the members of the Wisła Folk Song and Dance Ensemble, founded on the initiative of Referat Wschód of Związek Harcerstwa Rzeczypospolitej (Eastern Section of the Scouting Association of the Republic) and the Warsaw Branch of the Wspólnota Polska Association, approached Marek Rocki, the then Rector of the SGH Warsaw School of Economics. Paradoxically, at that time I was working in the Information Technology Centre as an IT specialist, but music was always present in my life. We were all musical at home, I had danced in folk ensembles since kindergarten, and already as a student in the Bartek ensemble derived from the Folk Song and Dance Ensemble of the Warsaw University of Technology. When the rector asked me what I thought about the idea of a folk ensemble at our university, I replied: Sir, I've been looking forward to it!, says Anna Markowska.*

In 2004, prof. Marek Rocki, the Rector of the SGH Warsaw School of Economics, approved the

students' proposal to create a folk ensemble that would draw on the achievements of the Wisla Folk Song and Dance Ensemble. The ensemble was founded by Anna Skalska Toho and Jan Tatsuhiko Makólski Toho - choreographers and instructors descended from Mazowsze National Folk Song and Dance Ensemble.

Such were the beginnings of the SGH Folk Song and Dance Ensemble. Anna Markowska has been cooperating with the group almost from the very beginning - as she herself underlines - *out of great love for folklore, music and dance, and has been part of it for 20 years.*

## MEMBERS

*Many of the young people who come to study with us from all over the country have already had contact with folk dance. They have this "germ" in them and want to continue practising. They share a passion for dancing, singing and acting. Here they have found a family,* as Anna Markowska points out.

It is estimated that in the 20 years of its activity so far, the ensemble has had around 300 members.

*We are a student organisation, and all the work is done by the members of the ensemble. Every year we elect a new board. The students have a lot of coursework, they do charity work, however they still want to be involved in the existence of the ensemble, maintain its continuity and they have done so for 20 years,* says the manager.

The ensemble works primarily for the benefit and promotion of the university, and for this work it receives great support from the authorities of the university, as well as funds for its activities that student organisations are entitled to. It participates in all university events, performing at most international conferences held at SGH, as well as at galas, concerts and other celebrations.

*We demonstrate our Polish identity. At the end of each performance, we always dance the polonaise with our guests. This dance was inscribed on UNESCO's Representative List of the Intangible Cultural Heritage of Humanity in December 2023. That moment marks a great event for Polish culture and tradition. It came as a result of a joint effort by the managers of all folk ensembles in Poland, who postulated just such an entry,* as Anna Markowska observes.

## FOREIGN TOURS

The SGH Folk Song and Dance Ensemble does not limit itself to performances at the university and university-related celebrations.

The ensemble has performed in numerous concerts, both at home and at international folklore festivals in many different countries including, among others, Turkey, Morocco, Kazakhstan, Spain, Holland, Bulgaria, Croatia, Greece, Japan, Armenia, Ukraine, Lithuania, the Azores in

Portugal, Hungary and Sardinia in Italy. The ensemble also performed at Days of Polish Culture in Saint Petersburg and Arkhangelsk in Siberia, in Macedonia, Montenegro, Sicily, and this year we have an invitation to Colombia.

*As a member of the Polish section of the International Council of Organizations of Folklore Festivals and Folk Art (CIOFF), for the second time we received a certificate, which opened the way for us to perform at prestigious festivals abroad. To obtain the certificate (certificates are obtained for a maximum period of five years), it is necessary to take part in an audition of one and a half hours. A panel of jurors - the Committee of Experts from CIOFF - is then invited to evaluate the performance in terms of dance, vocals and music. Each time our performances receive very high marks. This year, one of the comments we received was that the band played the oberek too fast (laughs). We usually receive best marks for the so-called image, which is how the ensemble presents itself as a whole: neat costumes, interesting choreography, beautiful make-up,* says Anna Markowska.

In 2016, the SGH Folk Song and Dance Ensemble travelled to Japan at the invitation of the Japanese Folklore Federation in Kobe on the occasion of the latter's 60th anniversary.

*It was undoubtedly the adventure of a lifetime, a ten-day tour of Japan's largest cities - Kobe, Kyoto, Tokyo, Kanagawa, Ibaragi, Sendai, Miyagi. At the opening ceremony of the jubilee in Kobe, two and a half thousand Japanese danced the polonaise with us on the sports stadium. It was July and the weather was beautiful, but at the same time it was also demanding, typical holiday weather, so a double challenge for our dancers, but even that did not prevent them from giving a professional performance at such an important event. The Japanese were delighted,* she emphasises.



PHOTO: ARCHIVE OF THE SGH FOLK SONG AND DANCE ENSEMBLE



PHOTO ARCHIVE OF THE SGH FOLK SONG AND DANCE ENSEMBLE

At the 'Happy Planet' International Folk Festival in Armenia in July 2017, the SGH Folk Song and Dance Ensemble won the Grand Prix in the 'Dance' category, first place in the '16+ Dance Group' category, and claimed an overall victory in the 'Best Folk Ensemble' category.

The fact that rehearsals take place three times a week, the spring and autumn trips to vocal and dance workshops, and the costs associated with the trips do not discourage students from enrolling in the ensemble, in fact it is quite the opposite. The students take care of their costumes themselves, they do minor repairs, they learn make-up, and before each concert they are given instructions by the costume supervisors on how to prepare for the performance from what underwear should be worn under the costume to the colour of powder and lipstick - all of which is included in the specially compiled "ensemble member's companion for a concert". During our conversation, Anna Markowska often reiterates that the ensemble is first and foremost a family, and that the members relate to each other with courtesy and respect. Perhaps the clearest manifestation of the ensemble as a family is the fact that there are already more than 20 married

couples among the members of the ensemble who actually first met in rehearsals.

### THE COVID-19 PANDEMIC CHALLENGE

Contrary to what might be expected, the COVID-19 pandemic did not disrupt the continuity of the ensemble.

*We never stopped training even for a moment. We connected for classes online via Zoom. Adam Kludzynski, a choreographer working with the ensemble, prepared videos of ballet warm-ups. Jan Makólski-Toho ran the classes from his home. Everyone felt highly motivated, as Anna Markowska emphasises.*

During the pandemic, we participated in the International Folklore Festival in Brazil which took place online. All the ensembles from around the world that were invited to the festival sent in their recordings, which were then rated by a panel of jurors. We sent in the recordings of obereks from the ensemble's 15th anniversary concert. We received a certificate of participation and congratulations. Oberek is our speciality.

At the moment, the ensemble comprises more than 40 members. Even though the pandemic did bring about changes as to the activities and line-up of the ensemble, the core has remained the same: Anna Skalska Toho, Jan Makólski-Toho and Anna Markowska continue working with the ensemble.

### UPCOMING PERFORMANCES

The nearest upcoming performance of the SGH Folk Song and Dance Ensemble will take place on 24 April 2024 during a conference organised by SGH, followed by the spring vocal and dance workshops, preparations for the SGH Festival, performances at the next meeting of The Conference of Rectors of Academic Schools in Poland (CRASP) and intensive preparations for the demanding festival in Colombia. 🇵🇸

**ANNA SYDORCZAK**, Press Unit, SGH Rector's Office



**Mgr Anna Markowska** - a graduate of the Faculty of Management and Marketing at the SGH Warsaw School of Economics and Postgraduate Studies for Cultural Managers also at SGH. She was brought up in a patriotic home, where she developed respect for work, love of music and people. She graduated from the 3-year Music School of the Stanisław Moniuszko Warsaw Music Society in the faculty of song and solo singing, also taking private lessons with professors – soloists of the Grand Theatre – National Opera in Warsaw. *My dream was to study art – vocal studies at the Music Academy (now the Chopin University of Music) in Warsaw, but things turned out differently. I took my education in a completely different, scientific direction, which was a surprise also to myself, she admits.*

# CEMBA: More than a diploma

GRAŻYNA ANISZEWSKA-BANAŚ, IZABELLA GIELNICKA, PIOTR GÓRSKI



The dynamically changing job market requires continuous improvement of skills, which for many professionals is not just a choice but a necessity for career success. The CEMBA programme (Canadian Executive Master of Business Administration) meets contemporary professionals' requirements and transforms the approach to business education. In 2024, the CEMBA programme took first place in the prestigious MBA Perspektywy ranking, making it the best Executive MBA programme in Poland.

## ➔ What is CEMBA?

CEMBA is an advanced programme for senior-level managers, integrating key aspects of business management, leadership, and innovative strategies. Created as a joint venture between SGH Warsaw School of Economics and Université du Québec à Montréal (UQAM), it offers the highest level of instruction, language enhancement (all classes are conducted in English), and international recognition. Graduates receive a postgraduate diploma from SGH and an original Master of Business Administration degree from UQAM, recognized throughout North America, which is also an asset in the business world.

## ➔ Key features of the CEMBA programme:

**Adaptation to the professional schedule:** CEMBA has been optimized to allow working professionals to continue their careers. Flexibility is a priority; participants can spread the programme over three consecutive editions. This allows them to integrate better learning with their professional and personal lives. Additionally, classes are held both online and on-site. On the one hand, this allows learning from anywhere and at any time, and on the other hand, it strengthens team bonds and enables direct contact with lecturers and guests.

**Experienced faculty:** All programme lecturers have extensive practical experience in the business field, enabling them to understand participants' issues well and demonstrate specific business practices. This ensures a practical and up-to-date approach to class topics, following the principle of "...if you want improvement, start with yourself". We have assembled a team that interacts excellently with participants and devotes time to them, even outside classes. Students appreciate this. It is enough to say that the average rating obtained by lecturers in the last edition on a scale of 0-7 is 6.4.

**Internationalization:** This aspect involves conducting studies in collaboration with foreign partners. The CEMBA programme brings together students from 5 continents, allowing for the exchange of experiences and perspectives on business issues. Such

international diversification prepares students for work in the global business environment. Additionally, an integral part of the study programme are so-called study visits. In the last edition, we went to Canada and Silicon Valley. In Poland, CEMBA also cooperates with twin programmes in other countries within the UQAM-MBA network. As part of the SGH community, the CEMBA programme is subject to evaluation by accreditation bodies such as AMBA, EQUIS, and AACSB.

**Achievements and rankings:** In 2024, the CEMBA programme was first in the prestigious MBA Perspektywy ranking, making it the best Executive MBA programme in Poland. This confirms the high quality of education.

## ➔ Benefits of completing the CEMBA programme:

**Advanced managerial skills:** CEMBA graduates possess comprehensive knowledge and skills in management, leadership, and business strategy, enabling them to perceive business problems comprehensively.

**Business network:** Through the international CEMBA community, graduates build valuable business relationships and gain access to a global network, opening new professional and business opportunities.

**Increased earning potential:** Holding a CEMBA title can significantly increase potential earnings of graduates, as many employers value the advanced qualifications and skills acquired during these studies.

**Continuous improvement:** Education within the CEMBA programme continues after passing exams. Graduates can participate in various meetings and activities outside the compulsory programme. Additionally, they can share their knowledge within the CEMBA Hub, where they exchange experiences with others. Some appear in the programme as lecturers. One of our graduates has been selected as the best lecturer in the last two editions.

The CEMBA programme is not just another business course; it signifies a continuous change in the approach to business education, enabling career success in today's competitive business environment. CEMBA prepares future leaders ready to meet the challenges of the 21st century.

The new XXX edition of the programme will begin soon, offering an opportunity for career development to yet another group of managers. 📖

DR HAB. GRAŻYNA ANISZEWSKA-BANAŚ, prof. SGH, CEMBA Program Director, Department of Management Theory, SGH Collegium of Management and Finance; IZABELLA GIELNICKA, CEMBA Program Administrator; PIOTR GÓRSKI, CEMBA Program Manager - coordinator

# Admissions to studies in English – a brief guide

 SYLWIA REMISZEWSKA in cooperation with Joanna Reiche

We are happy that you are considering applying to SGH Warsaw School of Economics. **Studies at SGH will help you thrive both academically and professionally – in Poland and abroad.** At the same time, we recognise that any admission procedure may seem daunting at first. Therefore, we have prepared a brief admission guide for our prospective students in English.

**F**irst-cycle (or undergraduate) studies span three years, divided into six semesters. Graduates of such studies are awarded the title of 'licencjat' (an equivalent of the **Bachelor's degree**).

In order to be eligible to undertake first-cycle studies, the applicants first have to complete their secondary (high school) education.

As of 2024, first-cycle portfolio comprises the following programmes:

- Global Business, Finance and Governance,
- International Economics,
- Management,
- Quantitative Methods in Economics and Information Systems.

**Second-cycle (or graduate) studies** last two years and are divided into four semesters. Upon completion of such studies, the alumni are awarded the title of 'magister' (an equivalent of the **Master's degree**). In order to be eligible for admission to graduate studies, the applicants are required to hold a diploma of completion of higher studies (or at least a provisional certificate).

As of 2024, second-cycle portfolio comprises the following programmes:

- Advanced Analytics – Big Data,
- Finance and Accounting with ACCA qualification (practical profile),
- Global Business, Finance and Governance,
- International Business,
- International Master Program in Management Accounting.

All study programmes in English at SGH are organised as full-time studies, which means that classes are held on weekdays. The studies are also tuition-based. For an up-to-date table of fees, please visit the SGH website.

## WHEN TO APPLY?

The main round of admissions begins in June, while the supplementary round is held in late August and early September – providing that the admission limit has not been reached. Current information concerning the admission schedule for a given academic year can be found on the SGH website.

## HOW TO APPLY?

Your first step towards admission to SGH should be to create a personal account in the Internet Registration System at [isr.sgh.waw.pl](https://isr.sgh.waw.pl). Next, you should fill in your personal and contact data, and upload your profile photo in the system.

To start your application for undergraduate or graduate studies, you should attach the appropriate admission form in the Internet Registration System. There, you should fill in the required information concerning your high school or university

education and select the fields of study in which you are interested. Please note that you should arrange your study choices in the order of preference.

For your application to be valid, you should complete all the required forms before the end of the registration period. You should also pay the application fee of PLN 85 to the individual bank account number provided in the Internet Registration System. The payment should be made not later than on the last day of the registration period specified in the admission schedule.

## REQUIRED DOCUMENTS

As an applicant for studies in English, you will be required to prove your command of **English at least at B2 level**. You can either present a relevant certificate (the list of recognised documents is available on the SGH website), or participate in an on-line interview organised for applicants to SGH.

When applying for **undergraduate studies**, you should also submit your **secondary school-leaving certificate** along with a transcript of grades (if the grades are not listed on the certificate itself). The document should entitle you to undertake higher studies in the country of its issuance.

When applying for **graduate studies**, you should also submit your **diploma of completion of higher studies** (or a provisional certificate) and a **diploma supplement** (or transcript of grades). The document should entitle you to undertake graduate studies in the country of its issuance.

Non-Polish documents may require additional certification, such as apostille or legalisation, or – in the case of some secondary school-leaving certificates – a decision of the Polish Education Superintendent on the recognition of a non-Polish certificate. Furthermore, documents issued in languages other than Polish and English should be submitted together with their certified translation. Please consult the SGH website for detailed information.

## ADMISSIONS FOR POLISH CITIZENS

The primary basis of admission for studies in English for Polish citizens consists in the verification of educational documents. However, if the number of applicants exceeds the number of available seats, the additional qualification factor will be the chronological order of registration in a given admission form in the system.

Verification of documents takes place on SGH premises. Applicants qualified for studies are invited to submit the required documents within a deadline specified in the admission schedule. Please note that as a Polish citizen, you cannot send your documents by post or courier. Instead, you should submit them to SGH either personally or through your representative. Therefore, make sure to arrange for a timely submission of your documents in case of qualification, as failure to submit the documents will result in rejection of admission.

## ADMISSIONS FOR INTERNATIONAL APPLICANTS

The primary basis of admission to studies in English for international applicants consists in the verification of educational documents. However, if the number of applicants exceeds the number of available seats, admission will be decided based on the chronological order of the Offer Letter acceptance.

Verification of educational documents submitted by international applicants takes place in the Internet Registration System. Applicants should upload scans of the relevant educational documents before the end of the registration period. Only complete applications can be submitted for verification – please make sure to upload scans of all documents marked as ‘obligatory’, fill in all the required data and pay the application fee.

Once the application is approved, the applicant receives an Offer Letter to a particular study programme. Please note that the Offer Letter is not tantamount to a decision on admission. In order to be admitted to studies, you should accept the Offer Letter in the system by uploading a signed application form.

All international applicants admitted to studies at SGH receive a decision on admission signed by the SGH Rector and the admission certificate. The Admissions Office will also assist you with other documents required for visa proceedings. Once you arrive in Poland, you will be required to submit all original documents listed on your decision on admission within the specified deadline.

## OTHER IMPORTANT INFORMATION

Although the academic year starts on 1 October, we highly recommend that you join us at SGH sometime earlier and participate at the end of September in Orientation Days held by the SGH Students' Union.

If you are interested in study programmes in Polish, please visit the SGH website or contact the Admissions Office.

We hope that the above guide will help you to navigate the admission procedure. If you have any questions, please contact us at [admission@sgh.waw.pl](mailto:admission@sgh.waw.pl)

See you at SGH! 🇵🇱

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**SYLWIA REMISZEWSKA**, Deputy Head of the SGH Admissions Office

**JOANNA REICHE**, IT Project Coordination Team, SGH Information Technology and Infrastructure Centre

# Spectrum of the PhD students at SGH

The numerous doctoral student community at the SGH Warsaw School of Economics comprises doctoral students studying at collegia, and doctoral students attending the Doctoral School. Each of these several hundred people has their own history and their own plans. Let us present at least a few aspects that may play a special role in the lives of our students.

Some of us aim to travel abroad, and some of us come from abroad. Simultaneously, one of the biggest aspects of our lives is building a family and raising children. In terms of work, some doctoral students are involved in university councils and committees, and some already work at SGH in administrative or academic positions. Those covered by dedicated ministerial programmes provide scientific support to the business entities they are employed at.

To sum up, our lives are affected by numerous and diversified factors. We hope that the following entries will shed some more light on the diverse aspects of doctoral life that we experience during our adventure at the SGH Warsaw School of Economics.

**JOLANTA BARTOSZEWSKA**, Head of the PhD Student Union



**MICHAŁ LECHOWSKI**

1st year doctoral student at SGH  
Doctoral School

As a representative of the Doctoral Student Union in the Scientific Council for Finance and Economics, I would like to share my reflections on the role of doctoral students in scientific councils and their contribution to the university's academic life.

Doctoral students participating in scientific councils of specific disciplines play an advisory role. Although we do not have the right to vote, our role in discussions is still important. I believe

that taking the young scientists' point of view into account during council meetings is valuable for shaping perspectives and understanding the dynamically changing world of science.

Participating in academic councils allows us to follow and understand decision-making processes that are valuable to our development in the academic world. Being able to observe experienced academics discussing research and making teaching decisions gives us a better insight into the academic world. Our participation allows us to exchange views and ideas, which is essential to creating a sustainable SGH environment.

In conclusion, it is very important for doctoral students to take part in the scientific councils of SGH and thereby be a part of the academic life of our university. Our role in these bodies proves that SGH is open to diverse perspectives and that the university is involved in shaping active members of the academic community.



**THI NGAN NGUYEN**

My name is Thi Ngan Nguyen, I come from Vietnam. I am currently a third-year doctoral student of Finance at SGH.

I obtained my Master's degree in Vietnam and became a lecturer at University of Economics and Law, Vietnam National University. I had identified a gap in my work as I found that my knowledge is insufficient to fulfil my responsibilities as a lecturer. I needed an environment where I can enrich my knowledge.

Since SGH Warsaw School of Economics is considered one of the oldest and most prestigious business universities, the doctoral course at SGH will definitely provide me with such an environment and allow me to continue my quest for finance knowledge. The programme supports research, and it is also

tied to the labour market. Lecturers at SGH are very professional, have useful practical skills and, most importantly, do activities that keep me connected with the course both practically and theoretically. Since joining SGH, I have seen that Professors always create a friendly atmosphere in the classroom. Also, students may apply for valuable internship and student exchange programmes with renowned partner universities. There is no doubt that knowledge and skills obtained at SGH helped me to get a good job at a big international bank in Warsaw after finishing the first year. Besides, as a foreign student, I have dealt with Doctoral School and dormitory staff on several occasions. They are always happy to help students, and do a great job to create friendly international environment. I've also benefited from participating in extracurricular activities organized by student organizations and clubs.

I really appreciate what SGH has to offer: valuable knowledge from experienced and respected Professors, rich social life, and the career prospects. Studying at SGH is one of my best decisions and I am very proud of being a part of the SGH community.



**MATEUSZ PANOWICZ**  
collegium doctoral student

I can talk about SGH from many various perspectives I have gained since the start of my bachelor studies 12 years ago. Still, let me focus on the latest one – the perspective of an administrative employee of the Research Support unit. Although it is not an obvious path for a doctoral student, it is more interesting that it could seem.

Probably most students associate Research Support with services connected to the Young Scientist programme. For some it is a place where applications for the Rector's Grants or inter-university grants are filed. Some have probably heard about the recently launched initiative of academic mentoring, dedicated to research employees.

The scope of activities of the Research Support unit is much broader, though. Most of all, it coordinates all matters connected with the evaluation of the university's scientific activities, which determines the right to run studies and doctoral schools, to award academic degrees and, to some extent, also the university's budget. It also supports the collegia in their employee appraisal. It is involved in the works of a range of university teams, such as the international accreditation team. And much more. In short, Research Support is a unit supporting the academic policy of SGH both in terms of administration and substantive knowledge.

For me, as a person passionate about education systems, also at the higher level, having considerable experience in the field of education quality and lifelong learning, work in the Research Support unit gives practical insight into another interesting area. It provides an opportunity to cooperate with scientists representing different disciplines. It also makes it possible to develop a broader view on science and higher education, and to understand their mechanisms even better. Most of all, however, it allows to see scientific research from the perspective of those who support it, but are often unappreciated.



**ANETA SIEJKA**  
3rd year doctoral student at SGH  
Doctoral School

Doctoral studies require engagement throughout the education process. It is important to note that students having families must combine professional and family responsibilities. That is why good time planning and setting priorities is so important.

I am a doctoral student at SGH and a mum of three: 14-, 11-, and 6-year old. I also work professionally. For three years I have been combining doctoral studies with being a parent. It is challenging to take care of children who are often ill, to find a way to tend to them, and study and work simultaneously. Therefore, I really appreciate solutions that facilitate combining studies with family responsibilities: online classes and seminars, flexibility and understanding of lecturers, as well as help from the family and other students.

Doctoral students who are parents often point out to challenges connected also with other tasks, such as participation in scientific conferences, writing articles and trips abroad. These may be difficult to combine with childcare, but not impossible, if we apply good planning and study-work-life balance approach.

Tips for doctoral students who have families:

Plan. Determine at the beginning of studies how much time you want to dedicate to studying, work, and family.

Be flexible. Sometimes you have to change plans, so it is important to be prepared for surprises.

Try various arrangements that could facilitate combining studying with family life.

Accept support from family and other students. Don't be afraid to ask for help if you need it.

Combining doctoral studies with parenting is a big challenge, but it can be satisfying as children can observe their parents learning and developing. Doctoral students having families have to find time for studying, work and childcare. This requires determination, good planning, and flexibility.



**BARTOSZ SOBIK**  
4th year doctoral student at SGH  
Doctoral School

Being a doctoral student at the Doctoral School allows not only for studying and research on-site but also doing international activities research-wise. Thus, doctoral students at SGH have a unique opportunity to take part in scientific conferences, conduct research abroad, and meet researchers from all over the

world, which is crucial for their development and their scientific career.

As part of the project financed by the NAWA, SGH Warsaw School of Economics offers a possibility to spend from 1 to 10 months abroad on a research stay. Under this project, I was able to spend a two-months research stay at the Technical University in Berlin. This time was a unique opportunity to meet inspiring researchers and enhance my research for doctoral dissertation. I could even give a lecture as a guest researcher and get involved in valuable networking.

I should also mention the extraordinarily friendly atmosphere within the research team. The German approach to the formation of research teams is very inspiring – some of the team

members were also students (even undergraduates), team-building trips are a regular part of the academic year, and daily outings of the whole team for lunch in the university canteen (together with professors) were a daily routine. This habit fostered good integration, helped us make friends and increased productivity. Maintaining work-life balance also meant getting to know the local cuisine (particularly currywurst and, surprisingly, döner kebabs), culture and numerous tourist attractions.

The research internship in Berlin was a unique opportunity for me to grow academically, broaden my horizons and personally meet renowned scientists working on similar research topics.



**MICHAŁ TARACHA**

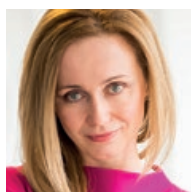
3rd year doctoral student at SGH  
Doctoral School

According to the Polish Graduate Tracking System (ELA), SGH ensures convenient conditions for starting a career in business: SGH graduates have the highest average earnings, and they establish the biggest number of companies, compared to other public economic universities. SGH also has one of the lowest risks of graduate unemployment rates in Poland. But studying at SGH also gives an opportunity to prepare for future academic and teaching career. As a participant of the first edition of the Young Scientist programme, I had an opportunity to start working with the advisor of both my master's and doctoral theses. The programme has also given me the opportunity to work at the university while studying, initially in an administrative position, and then as an

Without any doubt it was one of the most valuable experiences during my entire doctoral studies. Opportunities for international activities offered by the SGH Doctoral School are an excellent form of scientific development, visiting renowned research institutions and establishing scientific contacts.

assistant. As a third-year doctoral student I have already worked at the university for four years, and I have been involved in five research projects and co-authored 16 scientific articles. These activities allowed me to channel my research interests.

Although since 2018 the doctoral school system has not been conducive to doctoral students holding classes (especially before their mid-term appraisal), our university allows us, sometimes indirectly, to try our hand in teaching. In my case I have done it on the bachelor course, thanks to Student Academic Association for Economic Geography and Regional Research. With my colleagues from the Association we launched a series of lectures preparing for the maturity exam, entitled "Geography – I like it". Some of them were attended by as many as 700 people. On bachelor and master courses I have also held two other lectures dedicated to students, summing up the material on economic geography. In the Doctoral School I am only beginning my teaching adventure with classes on global demography and workshops under the Econometric Game project.



**KATARZYNA WAŁĘGA**

1st year doctoral student at SGH  
Doctoral School

I graduated from the Economic University in Kraków, and completed master studies on the faculty of international economic and political relations, as well as postgraduate studies. Since October 2023 I have been doing the "Implementation doctorate" project at SGH.

The objective of the "Implementation doctorate" programme run by the Ministry of Education and Science, is to create conditions for cooperation between higher education and science entities, and the social and economic environment, as part of doctoral schools, aiming at educating doctoral students in cooperation with their employers. As a result of this cooperation,

effects of academic activities of doctoral students are implemented in business entities they work at.

The business for which I carry out my project, and with whom I have been professionally connected for years, is Grupa Azoty SA. My research project covers building a controlling model to support management processes at Grupa Azoty SA applied in innovative research projects. Acceptance and financing of my project by the Ministry of Higher Education and the possibility to carry it out with the SGH Doctoral School is a double distinction for me.

Considering the recent few very active months spend at the university, among other doctoral students and academic staff of SGH, I am very optimistic and excited about the coming years, in terms of both effective academic cooperation, and, equally importantly, social relationships.

## NAWA STER PROJECT

The SGH Doctoral School has implemented the project named *"Strengthening the SGH Doctoral School's Position within the Framework of the International Area of Doctoral Education – Internationalisation of the SGH Doctoral School"*



# Doctoral School

at the SGH Warsaw School of Economics

# 2

PROFILES

- **General academic profile** – suitable for the majority of doctoral students
- **Implementation doctorate profile** – for doctoral students who participate in the "Implementation Doctorate Program"

# 4

PROGRAMS

- Economics and Finance with the specialisation in Economics
- Economics and Finance with the specialisation in Finance
- Political and Administration Sciences
- Management and Quality Sciences

## SCHOLARSHIPS

- the SGH Doctoral School is **free of charge**
- **the scholarship system covers all participants** of the doctoral school who do not have a PhD degree
- doctoral candidates with outstanding scientific achievements are eligible for an **increased doctoral scholarship** from the SGH funds


## ADMISSION

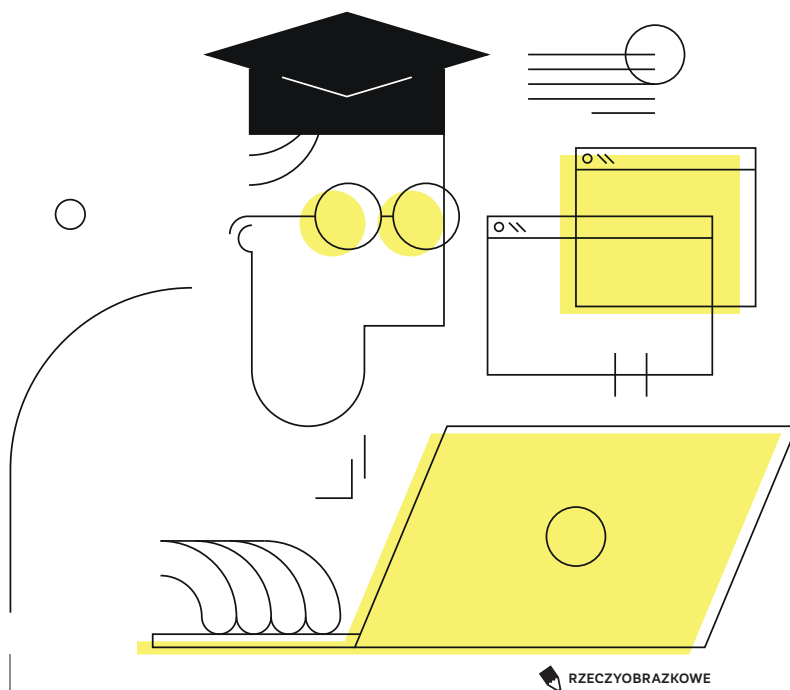
- **candidate registration** using the **ISR** at [isr.sgh.waw.pl](http://isr.sgh.waw.pl) – **Online Registration System starts on May 8, 2024**
- **more info:** [www.sgh.waw.pl/doctoral-school](http://www.sgh.waw.pl/doctoral-school)


## ADMISSION PROCEDURE

- **Stage1:** Evaluation of the documents submitted by a candidate and a decision concerning qualification to the second stage – without the candidate's participation
- **Stage 2:** Interview with the candidate conducted by the Recruitment Committee

# CAREER JOURNEYS: Exploring professional paths of SGH graduates

 **RENATA KRYSIAK-ROGOWSKA**  
in cooperation with Justyna Kozera



 RZECZYOBRAZKOWE

In today's world, there are countless career options, offering unique opportunities, but also posing specific challenges. It is crucial to understand one's passions, skills, and values in order to consciously choose the right path. Whether opting for a classic corporate track, venturing into entrepreneurship, pursuing an academic career, or leading innovative interdisciplinary projects, it's worthwhile to follow dreams and realize professional aspirations. After all, a career is not just a means of earning money; it's also a journey that shapes our lives and sometimes even impacts entire societies.

In an era where creativity, flexibility, adaptability, and agility have become practically obligatory, advancing in one's professional career is increasingly challenging, and urges us to explore various paths. Interviews with our graduates, who talk about their choices, show how diverse can be routes one can take towards success and self-realization. Analysing their career paths reveals

several areas in which they thrive: the corporate sector, public sector, entrepreneurship, and academic career. Let's briefly look at some examples.<sup>1</sup>

## CLASSIC TRACKS: BANKS AND CORPORATIONS

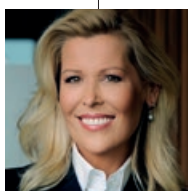
SGH graduates often align themselves with traditional organizational structures such as banks, corporations, or large institutions, which remain the foundation of many careers. Individuals choosing this path typically gain experience and skills necessary for managing complex business operations. However, contemporary banking is not just about stability; it also involves developing skills essential for financial management at various levels, also in novel areas like fintech. Careers in banking and corporations can lead to top management positions, offering diverse development opportunities in roles related not only to finance but also to human capital, marketing, or business strategy. This is evidenced by the career paths of winners of the

“SGH Leader” alumni title, which include individuals like Wiktoria Brauksiepe – CFO, Board Member, North East Cluster, Henkel (2023 laureate), and Agnieszka Gajewska – Partner@PwC, Global Government & Public Services Leader, CEE Clients&Markets Leader, Dorota Zimnoch – currently Global Industry Advisor, FSI, Microsoft, and Gosia Karaś – Investment Director at SoftBank Investment Advisers (2022 laureates). How to get to the top?

**BRUNON BARTKIEWICZ**, President of the Management Board of ING Bank Śląski S.A., reveals his recipe for success, stating that “success comes from diligent and thorough execution of a well-designed business model.” He also emphasizes how important it is to like people, as it forms the basis for building necessary business relationships. According to him, “... everyone is the architect of their own destiny. If someone has natural predispositions to be a leader, and they have support from individuals around them, there’s a good chance for success.” This applies not only in business, so it’s essential to remember this and seek support whenever it’s needed.



**DAGMARA BRZEZIŃSKA**, Vice President of InPost, a logistics operator, considers self-discipline a prerequisite for success. She believes that “... self-discipline is linked to the ability to plan. If there’s no specific goal or vision, it’s very easy to succumb to temporary opportunities that divert us from our planned goal. True, by taking advantage of these opportunities, we learn new things and acquire skills, but we move away from our main objective. Therefore, we should calibrate that goal from time to time.” Our graduate emphasizes that “... courage to pursue one’s own path and sometimes make decisions that are not obvious” is also an important trait. In her opinion, “awareness of one’s characteristics is also a very important success factor.” Finally, but no less importantly, Dagmara Brzezińska identifies “self-improvement, striving for continuous development, and drawing conclusions from failures” as crucial. “These are important qualities of people who want to succeed,” she emphasizes.



“I believe that the key competence is the ability to plan,” says **ŚLAWOMIR GRZELCZAK**, President of BIG Infolmonitor and Vice President of BIK, asked about the recipe for success. He adds that competencies required to achieve success include good work organization and a propensity for risk-taking in the face



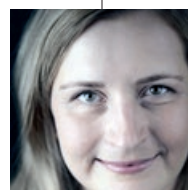
of new challenges or changes. “Today, in highly variable and uncertain environment, this is a very necessary and expected competence. Also, continuous development and further education are obviously essential for achieving success. It must not be forgotten that those who want to succeed must also know how to lose,” he adds.

## PUBLIC SECTOR AND BUSINESS ENVIRONMENT INSTITUTIONS

In the case of large institutions such as government agencies or non-profit organizations, it is possible to engage in projects of significant social importance. One particular type of public activity is politics. What determines success in this area?



According to **TOMASZ SIEMONIAK**, former Deputy Prime Minister in the government of Ewa Kopacz and Minister of National Defence in the government of Donald Tusk, currently a member of parliament and deputy chairman of the Civic Platform party, “the most important thing seems is to always be yourself, to be authentic. Voters feel and know that if someone is authentic, they are also credible. If someone pretends to be someone else, it usually ends badly.” According to Minister Siemoniak, “if someone really wants to engage in politics, they must be well-versed at something field.” It is also important to be active, to engage, not necessarily in a party youth organization or a strictly political organization. There are many opportunities at university or in the tertiary sector, non-governmental organizations, e.g. volunteering. It is also worthwhile to cooperate with politicians or local government officials, for example through internships, and thereby be noticed and appreciated. It would be good to learn rhetoric – it will pay off in the future. The rest is work, luck, and the ability to persuade others of your views, ideas, and plans. The relevance of these guidelines makes them universal and applicable in all areas of professional activity.



And how should one plan their career when considering a path as a European Union official? Our next graduate, **MAŁGORZATA PITALE**, who works in the Directorate-General of the European Commission for Internal Market, Industry, Entrepreneurship, and SMEs, provides important guidance. “Abilities and soft skills, as well as networking skills, are very important. Additionally, what counts is acceptance and understanding of diversity, tolerance, ability to find common ground, respectful approach to opponents, even if we disagree with them, and proficiency in foreign languages,” points out the EU official.

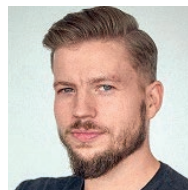
**AGNIESZKA WACHNICKA**, Vice President of the Polish Banks Association, also notes that “SGH is a university that teaches independence, but also enables focus on areas that are truly interesting to us, for example through individual choice of study paths. This facilitates entry into the business world.” SGH also offers “flexible choice of subjects and lecturers and provides extensive contact with market practitioners, which is crucial because the ability to apply knowledge in practice determines readiness for career development,” she argues.



### ENTREPRENEURIAL PURSUITS: FOUNDERS OF COMPANIES AND START-UPS

Those seeking more dynamic challenges can opt for the entrepreneurial path. Start-ups offer flexibility, creativity, and the opportunity to shape one's own career. However, there's always a risk of failure, so entrepreneurs have to be not only be resourceful, but also mentally resilient. Risk is a driving force, and success brings both challenges and significant rewards, but often it also relies on the ability to cope with uncertainty and to quickly adapt to changing market conditions. Among the bold individuals who have succeeded, we find those honoured on the Forbes 30 under 30 list, young people who have revolutionized their fields before the age of thirty. Over the past three years, 17 SGH graduates have been included in this group; two of them twice.

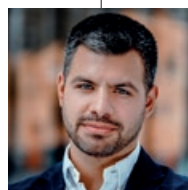
Entrepreneurship is a difficult and demanding career path. Not everyone can or should become an entrepreneur, but “everyone should try their hand at their own business for at least a moment,” because only in this way can they find out if it is the right path for them. **DAMIAN STRZELCZYK**, co-founder of the Tutlo online English language school, talks about traits necessary for pursuing an own-business path: “Supporting traits include curiosity, inquisitiveness, problem-solving skills, and courage to question reality. People who want to start their own business should also seek solutions to problems in their immediate environment. Proactive thinking or considering how to do something differently can lead to interesting business concepts. Other traits include responsibility for one's life and decisions we make, a belief that everything depends on you and that you can influence things. It's also about consequences, which, although not very effective in the short term, will lead you to your goal. And of course, taking initiative, without fear of standing out or leaving our comfort zone,” he says.



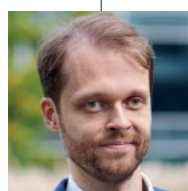
**MICHAŁ PIOSIK AND PIOTR GRABOWSKI**, founders of the Foodtech accelerator, rightly observe that “there is no single path to success or a single career path for life. The most valuable quality when it comes to running your own business is resourcefulness.” They also suggest that relationships from university are absolutely crucial for achieving business success. “We can't imagine how our first, second, or third business would have turned out if it weren't for the wide network from our university days,” they say. This demonstrates how important university friendships and relationships university are.



According to **BARTŁOMIEJ OWCZAREK**, co-founder of the website Gdzie-PoLek, “the most important thing is the desire to build, not to learn, because people who build something, at the same time learn what is necessary for them. They choose their own tools, and if needed, find a tutorial on YouTube to educate themselves. This distinguishes people who start companies from those who see themselves as employees in the job market. Another factor, indirectly helpful in achieving success is also direct contact with the customer, the real market, the community, because this way we will learn about needs and will be able to create a business idea that meets those needs,” notes Bartłomiej Owczarek. He emphasizes the importance of action.



“Seizing opportunities as they arise” is the key to success, according to **MATEUSZ CZECH**, COO of the Nethone technology start-up. “Only the combination of two skill types – technical and soft ones, increases the chance of success in your own business,” he points out.



**ROBERT FLORCZYKOWSKI AND ANDRZEJ BERNATOWICZ**, co-founders of the proprietary Third Dot technology fund, note that “development is associated with stepping out of our comfort zone. After working for several years in a corporation and achieving good results, you enter a comfort zone. Opening something of your own is a way to leave this zone, and consequently to develop. You have to find yourself in a place where everything needs to be built from scratch again.” An entrepreneur must therefore be ready for new challenges, for possible failure. The entrepreneurial path is not for everyone.

## SCIENTIFIC EXPLORATIONS: INTERNATIONAL PATHS IN ACADEMIC CAREERS

International academic careers enable collaboration with outstanding minds from various backgrounds and cultures, contributing to global exchange of knowledge. Examples of such careers include work at renowned universities or research institutes, as well as participation in international projects. Scientists often shape the world by their research. Their articles can familiarize us with challenges connected with work at universities or research institutes, as well as recount successes achieved in an international context. This is a path chosen by individuals driven by a passion for discovery and knowledge, as this career path is fascinating, but also demanding.

Among the successful graduates who pursue this path are Andrzej Skrzypacz, professor of economics, Theodore J. Kreps at the Stanford Graduate School of Business, and Marcin Kacperczyk, professor of finance at the Imperial College Business School.<sup>3</sup>

**TOMASZ OBŁÓJ**, a lecturer at HEC Paris, emphasizes that in science today most important are “hard skills – understanding data, and soft skills – emotional intelligence and recognizing one’s decision-making models.”



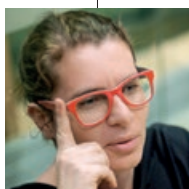
## LESS TRAVELLED PATHS

Sometimes career choices are not as obvious as those typically associated with graduates of economic universities. However, SGH creates conditions to explore unorthodox paths, as mentioned by the graduates themselves.

**KAROL GÓRNOWICZ**, the CEO of Skriware, a company operating in the field of EdTech, believes that “SGH provides excellent conditions for developing interdisciplinary business skills through involvement in student organizations . . . , it nurtures imagination and fosters courage, especially in the context of creating one’s own reality.” Let us also note that SGH “also shapes leadership attitudes, often referred to as soft skills, but they are of great importance in life.”



**AGNIESZKA LICHNEROWICZ**, a journalist for TOK FM radio, emphasizes both the freedom of shaping the study path at SGH and the possibility of choosing subjects and lecturers themselves: “Studying at SGH gave me the opportunity to seek and shape my own path of intellectual development. I was also amazed by the culture of student involvement in various initiatives, projects, or organizations. It



gave me the opportunity for mutual understanding and lively discussion based on arguments.” The journalist successfully uses these skills during her programmes on TOK FM radio.

In the current competitive professional environment, graduating from a prestigious university becomes an important element in building a successful career. However, it is not only acquiring knowledge and skills at the highest level that determines later success, but also relationships established during studies. Collaboration with talented colleagues and professors, exchange of experiences, and building networks open doors to interesting professional opportunities. A prestigious university not only guarantees high educational standards, but is also a key to building relationships that can significantly influence further professional development. All our graduates emphasize that the study period was a time of making acquaintances and friendships, also within numerous student organizations at SGH. As part of student projects, you can travel to many countries, and membership in student scientific circles is completely voluntary. Student organizations at our university are full of students who want to acquire specific skills or competencies, carrying out numerous projects that often require considerable commitment.

“Studies are also a time of pleasure, joy in life, which will not happen again, so young people should take advantage of it. Work, career, or building a business are important and interesting, but at least part of university time should be devoted to making memories and building friendships that will last long after leaving the university walls,” says Mateusz Czech.

That is why we talk about the SGH family, which brings together all graduates, students, and employees. Being part of this community is not only prestige and a source of pride but also a significant commitment to solidarity and sensitivity towards all its members. Our values: truth, honesty, respect, cooperation, and professionalism, are the foundation on which the entire SGH community can build a great, modern “edifice” of their careers. 📖

**RENATA KRYSIAK-ROGOWSKA**, SGH Career and Alumni Centre

**JUSTYNA KOZERA**, Director of SGH Career and Alumni Centre

<sup>1</sup> More about graduates can be found at <https://alumni-stories.sgh.waw.pl>. You can read the interviews quoted here in full version on the Gazeta SGH website in the Alumni section.

<sup>2</sup> More information about the competition can be found on the website <https://alumni-leaders.sgh.waw.pl>

<sup>3</sup> Both are laureates of the “SGH Leader” alumni competition.

# Why is it so difficult to accept the idea of neurodiversity?

Recently, neurodiversity has become a key aspect of both the social and business context. However, understanding diversity is not always coupled with its acceptance. An acknowledged Polish psychologist and addiction therapist, Dr Ewa Woydyłło-Osiatyńska, writes that **neurodiversity** is much more than just a term: in a sense **it is a social and moral revolution**, which opens our eyes to how different and unusual we are.



✎ EWA WOYDYŁŁO-OSIATYŃSKA

The answer is simple: because of FEAR. The atavistic fear of all things and creatures, including human beings - that are unknown, non-familiar, different from us, and most of all: DIFFERENT from what WE consider RIGHT, PROPER and NORMAL. Of course, the criteria for rejection and exclusion have been defined, "once and for all" and irrevocably, by whom? BY US, the majority. That statement reflects bitter irony because nobody is entitled to make such cruel decision to discriminate other human beings because of their "otherness".

The roots of that fear seem atavistic today even though once, many centuries ago, they might have derived from the survival needs of the human tribes still in their primitive stage of civilization. At those early ages that fear served as the means of protection and was beneficial as an effective strategy of survival.

That strategy does not fit our today's world because the civilized, post-industrial societies have reached such a level of life security which allows to abandon old primitive prejudices. And yet, they still haunt many individuals and groups and, not infrequently, have been stimulated by political leaders who, building up the fear in their electorate, gain their support as the saviors and benefactors guarding against the designated "enemies" (who are simply different from us).

Let us say now a few words about NEURO-DIVERSITY, an aspect of diversity which has in recent years developed into an important concept studied and discussed by a growing number of professionals as well as general public. The concept of neurodiversity was first formulated some 20 years ago by an Australian sociologist Judy Singer. She realized that we are all diversified in terms of neurological make-up of our brains. In other words, natural diversification of human brains affects the way of how we feel, think, experience such stimuli as smell, sound, taste, touch or light. In that

↑ Dr Ewa Woydyłło-Osiatyńska participated in the conference on Diversity Day at SGH on 23 May 2023. As a keynote speaker, she gave a lecture on "Why is it so difficult to accept the idea of neurodiversity?"



PHOTO: MACIEJ GÓRSKI, SGH (2)

multitude of sensual experiences, nobody feels RIGHT, and nobody feels WRONG.

Each of us, and we all, feel as we simply DO.

Not only does the very concept of neurodiversity seem new, but also the controversies it initiated. However, the concept of neurodiversity tends to protect human rights of all individuals to be who everybody simply feels to be.

What is revolutionary in this context is the decision to abandon discriminative attitude toward such qualities as high sensitivity, difficulties with social exposition, deficits in all kinds of self-expression and various differences in perception of common stimuli like sound, light, touch, smell or taste.

Up to now the medical negative diagnoses have been applied to emphasize the abnormality of those responses. We now propose to broaden the scale to include the differences. One of the goals is to abandon the old division into NORMAL vs. ABNORMAL and change it so all people feel equally normal, but individually unique. I personally propose the division of us all into a category of majority which is AVERAGE vs. a category of various minorities which is NON-AVERAGE.

If we ponder the issue with empathy, we must realize that while the neurodiverse persons do not, in fact, meet the criteria of a “standard” human being; nevertheless, they belong to the same kind and genre to which belongs the entire humanity. The vocabulary of emphasizing differences justifies discrimination. Semantically, NORMAL means “proper”, “such as it SHOULD BE. Accepted. One of the arguments behind such diversification is based on the psychiatric understanding of mental health where such diagnoses as AUTISM, Attention Deficit Disorder, Dyspraxia, Dyslexia or Asperger Syndrome have been considered “out of the healthy norm and attributed to the mentally disturbed anomaly”. That approach has justified discrimination, deprivation, stigmatization and social ostracism.

With the progressive developments of research concerning the functions of human brain, we have

learned that most psychiatric diagnoses should not disqualify the neurodiverse people from any of human activities even though they may need special consideration for their uniqueness in responses or ways of expressing themselves. Very often, neurodiverse individuals may enormously contribute to economy, education, art, IT, or other fields of human activities in the contemporary world.

Instead of isolating the “different” individuals, we propose to focus on their unique potential and strengths. Studies show that up to 20 percent of the general population meet the criteria for ATYPICALITY. This group of people can differ significantly in their thinking, feeling and behavior from the majority of the typical (or average) population. And that is their strength rather than weakness. In the society where human relations are based on the old prejudice and discriminative criteria of normal vs. abnormal, every fifth person meets scorn, maltreatment or flat expulsion. They are told “they don’t fit”. They are sent to special ed programs or recommended for social care as “defective” individuals, unable to contribute to the common good of the society.

In this context, neurodiversity is first and foremost a permission to be yourself and to find meaning in your own individuality. It is a permission not to be afraid to speak in one’s own voice, especially when the subject concerns you personally.

Please also note that it would be a great mistake if the emphasis were applied only to the feelings, wellbeing or quality of life of the a-typical individuals. The society, all societies in the contemporary world, would have remained deprived of the enormous potential of their unique mentality and talents. It is not accidental that it is the highly demanding businesses and research branches that have become the first to open up to embrace the a-typical employees. Thanks to the unique abilities of the a-typical mathematicians, inventors, engineers and creative employees, many technological branches have catapulted in inventiveness and ingenuity.

Neurodiversity Day is an event referring to the Diversity Charter, signed by the SGH Warsaw School of Economics in 2020. This student-driven initiative promotes diversity and equal opportunities for all, regardless of origin, religion, world view, skin colour, gender identity or disability.

So, if not for the noble purpose of “loving thy neighbor as thyself”, we may choose acceptance of neurodiversity for the good reasons of improving our economy and common wellbeing thanks to the contribution of our a-typical fellow-humans.

Let me take this opportunity to mention the post-graduate School of Neurodiversity in the Workplace: Inclusive Recruitment and Management inaugurated last October at the SWPS University in Warsaw. It is worth mentioning especially because it is the first such academic and research program in Europe. The studies aim to educate employers and employees in how to include the a-typical persons in their teams. In other words, it is about the adaptation of the workplaces to accommodate a-typical persons' needs and utilize their unique competencies such as focus on detail, creativity, spatial imagination, outstanding performance and perseverance. It is all about understanding the value of unique people as highly competent employees in industries such as Information Technology, finance and design, including graphic design. While the project is just the first attempt to introduce the heraldic concept of Neurodiversity in Academia, it has become a forerunner of that innovative idea, gradually being widespread among the larger population in Poland.

As a clinical psychologist and practicing psychotherapist of several decades, I would like to note that my professional and personal involvement in promotion of Neurodiversity Culture is a response to observations of frequent incidents of discrimination and prejudice against children and adults from behavioral or intellectual minorities. That is an unfortunate result of the old tradition of cultural backwardness and scarce public education in equality and human rights. I hope the first studies at the university level as well as this neurodiversity conference will eventually prevail and the human potential of all people will be equally appreciated and included both in the social and economic spheres of our life.

Let me quote here Hiren C. Shukle, the founder and leader of American and Global Neuro-Diverse Centers of Excellence. He has many years of experience in planning and implementing business transformation strategies, with a particular focus on talent management. He says: “When we think about solving all the problems looming over our tomorrow, we discover that old ways do not fit. We definitely need new ways of thinking. First of all, we need to include everyone in that process, not

leaving out anybody. Especially those who have a great unique potential.”

In fact, it is about a huge paradigm shift - the idea that neurodivergent people would be welcomed to organizations because of what they can bring. Instead of feeling sorry for them, we should step aside and make room for their full participation in our struggle to achieve a common good for everybody.

You may look at the shift in terms of promotion of human rights, but you also may see an incredible benefit from the point of view of their unique contribution to the economic gains and developments. Did you know that up to 30 percent of employees of the economically successful sectors of Digital Transformation, Artificial Intelligence and Space Inventions are people who not so long ago would wind up jobless and socially rejected, with the diagnoses of Asperger, Autism or other neurodiverse disorders, put under the psychiatric care?

Steve Silberman, an award-winning popular science writer, is one of the leading authors explaining the concept of neurodiversity. His book “Neurotribes” (published also in Poland as “Neuroplemiona”), has been translated into 25 languages. With his writing and teaching he challenges traditional obstacles to accept and emphasize the potential of all human beings regardless of hindrances resulting from their neurological differences.

Silberman says: “Imagine if society had put off the issue of civil rights until the genetics of race were sorted out, or denied wheelchair users access to public buildings while insisting that someday with the help of science, everyone will be able to walk...”

From the point of view of a psychotherapist, the important thing about people is not what is their hindrance or deficit but the contrary - what are their strengths, talents, potentials and values. In psychology and philosophy of learning such approach is called “positive reinforcement”. It means that we all learn faster and perform better when we feel good. So simple. And this applies to all and in all circumstances. But if we apply this approach to neuro-atypical persons, positive reinforcement takes up a special meaning: instead of scorn or suspicion, we offer hope, acceptance and support. So, how do you think those people will feel? And how different their feelings will be from what many of them have experienced until now? Together we may create a future in which everyone is given the best chance of success, and creative and engaged life.

In closing, I'd like to bring up the concept of dignity. Human dignity. Understanding and accepting neurodiversity is a means of protecting dignity of every person against exclusion or rejection. It is about treating us all as unique, and still acceptable human beings. 🍷



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# Supporting ASD students

 **RAFAŁ TOWALSKI** in cooperation with **Justyna Kapturkiewicz**

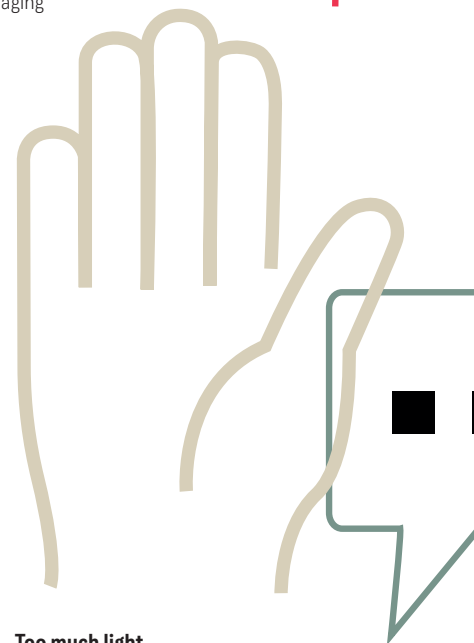


In her book “Explaining Humans” Dr Camilla Pang, a British computational biologist, tries to understand and explain people’s behaviours and social habits from the perspective of a person diagnosed with ASD (autism spectrum disorder), ADHD (attention deficit hyperactivity disorder) and GAD (generalised anxiety disorder). For people with ASD, learning human behaviour is like learning foreign languages for the others. As the author says, “I’m someone who doesn’t instinctively know what love, empathy and trust feel like . . . . People with ASD have a harder time processing and understanding events on an everyday scale; often we have no filter in what we see or say. . . . ASD means I see the world differently, and without preconceptions; while anxiety and ADHD allow me to process information at rapid speed, as I pogo between boredom and intense concentration, and mentally envisage every possible outcome of each situation I find myself in. . . .”<sup>1</sup> Just as Camilla Pang began her academic adventure at the Bristol University, each year neuroatypical students start higher education. As they themselves say, they process information and stimuli differently, have a different way of learning, remembering and communicating, making decision, and even performing certain activities.

According to available data, the number of students with ASD attending universities is somewhere between several and several dozens, depending on the school size and faculty. This group keeps growing by 20% each year, which means that soon in Poland it will comprise around 20 thousand people.<sup>2</sup> Still, these numbers are just estimates, because some of these people will never reveal their disorder. Some of them expect or will expect

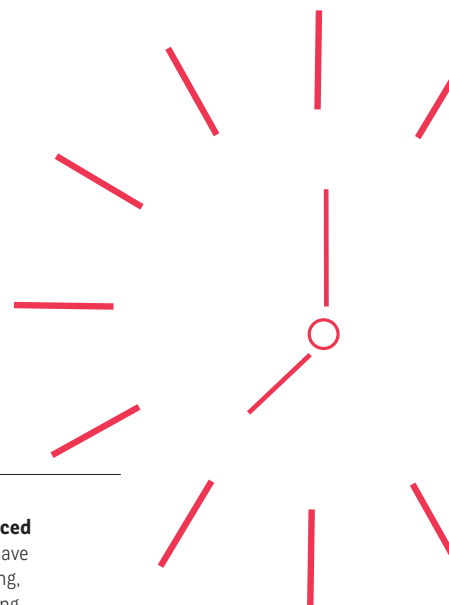
## Best surprises are planned and announced

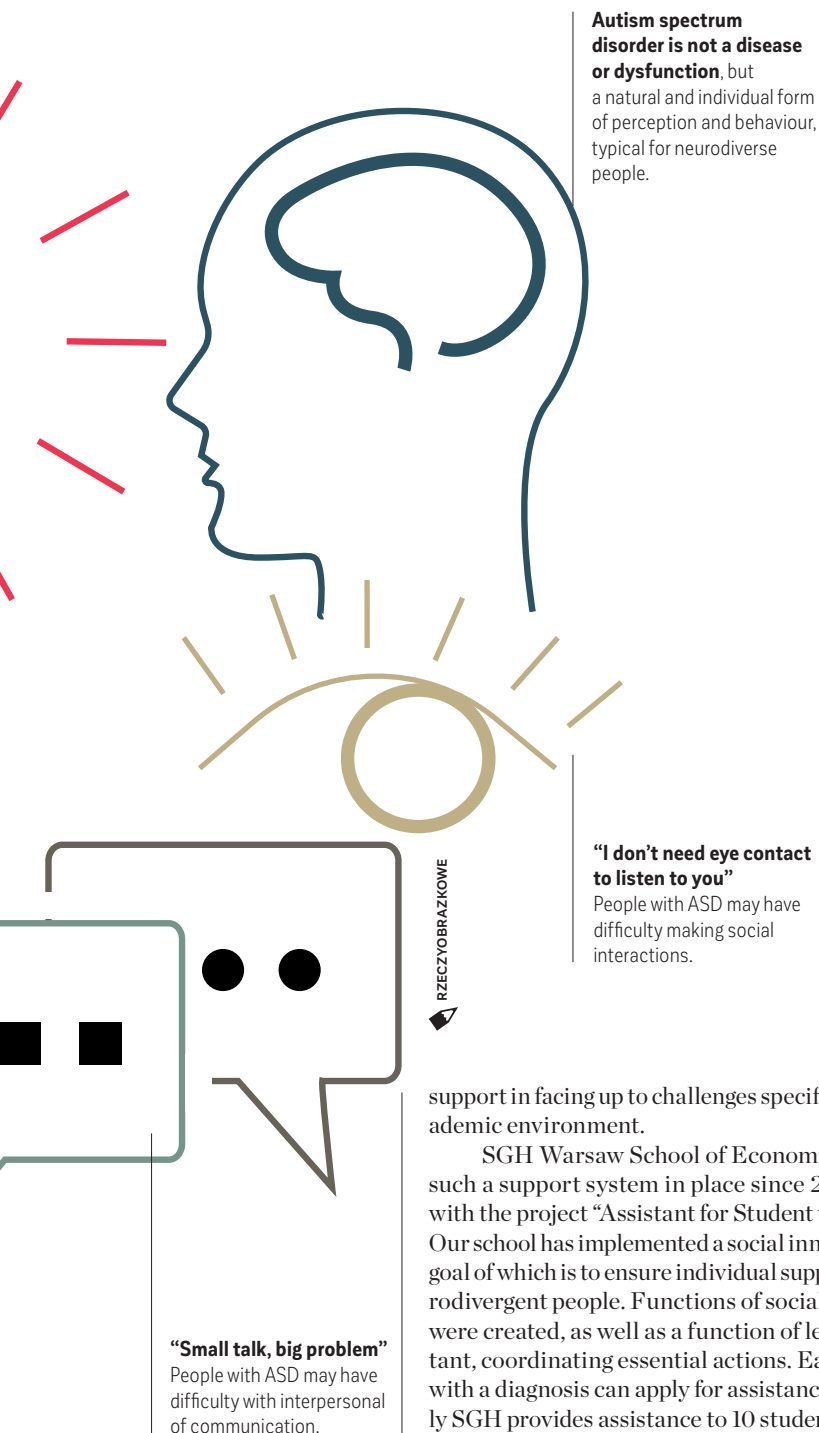
People with ASD may have difficulty with controlling, regulating, and managing their behaviour.



## Too much light, sound, or smell is a signal to withdraw

People with ASD may struggle with low sensory tolerance limit.






support in facing up to challenges specific to the academic environment.

SGH Warsaw School of Economics has had such a support system in place since 2021, along with the project "Assistant for Student with ASD". Our school has implemented a social innovation the goal of which is to ensure individual support to neurodivergent people. Functions of social assistants were created, as well as a function of leader assistant, coordinating essential actions. Each student with a diagnosis can apply for assistance. Currently SGH provides assistance to 10 students from all study modes. Interestingly, before the solution was implemented, students with ASD accounted for approximately 2% of all those turning to the Office of Accessibility and Support for People with Disabilities at SGH, while now they already account for 13%.

The way the assistance is performed is closely connected with a person's individual needs. Some students covered by the programme use only assistant support. Some need also additional tools that make the teaching process available. In that case they can receive complementary assistance, according to Regulations of support for persons

with special needs at SGH, which provides a list of various forms of assistance and different available solutions.

It is true to say that the fact that you know one person with autism means that you know only one person with autism. Similarly, it is difficult to identify one motivation of applying for assistance. One of the students said: "I had difficulties with communicating with some lecturers, which I think negatively affected their evaluation of my work in class. Additionally, because of serious problems with concentration, I found it difficult to finish writing exams within the time limit." Another one admitted: "I figured out that this is something that would make it easier for me to function at the university and help communicate with lecturers. Without such support I wouldn't know how to ask a teacher to extend the time of an exam in a way which does not sound as a rude request". Each such person is granted individual support provided by one of three assistants working at our school. Some students need occasional assistance, some meet regularly with the assistants. One of the students, asked to assess the programme, said: "In my view it's very good. Each time I needed casual support connected with university issues, I received it quickly and effectively. During one and a half year of participation in the programme I always felt that SGH staff actually did want to help me, and were not only performing their duties." Another student said that "the assistance itself is also performed at the highest level. The assistant is professional and very student-friendly. He explains me each matter with which I turn to him, and tells me how to deal with it. I'm sure that without his assistance my life at the university would be much more difficult", he stressed.

These statements justify the logic of the support, and should encourage those who hesitate to apply for such assistance. "I'd like to strongly recommend all the people with autism to turn to The Office of Accessibility and Support for People with Disabilities and ask about the possibility to work with an Assistant of Student with ASD", says one of the students. 

**DR RAFAŁ TOWALSKI**, Leader Assistant of Student with ASD, Accessibility Ambassador, Assistant Professor, Economic Sociology Unit, Institute of Philosophy, Sociology and Economic Sociology, SGH Collegium of Socio-Economics

**JUSTYNA KAPTURKIEWICZ**, Head of the SGH Office of Accessibility and Support for People with Disabilities

<sup>1</sup> C. Pang, *Jak działają ludzie. Co nauka może nam powiedzieć o życiu, miłości i relacjach* [English title: *Explaining Humans. What Science Can Teach Us about Life, Love and Relationships*] Grupa Wydawnicza Relacja, Warsaw, 2022, pp. 9-11

<sup>2</sup> R. Cierzniewska, *Neuroróżnorodność studentów w uczelni wyższej w dyskursie kompensacyjno-terapeutycznym i dyskursie otwierania potencjału. Część I*, *Horyzonty Wychowania* 20, no. 56 (November 13, 2021): 119-132, downloaded from: <https://horyzontywychowania.ignatium.edu.pl/HW/article/view/2182>.

# CIVICA Sport & Culture Festival

 **MICHAŁ BERNARDELLI**

In 2022, the SGH Warsaw School of Economics joined the European University of Social Sciences CIVICA. The European Commission granted CIVICA financial resources for joint activities in 2022-2026. SGH is responsible for Work Package 9: "CIVICA Community and Identity" as part of these activities. One of the most significant events organized by SGH within this work package is the CIVICA Sport & Culture Festival. The size of this event is reflected by the number of participants, which is 250 people from CIVICA universities. We have planned the arrival of over 20 students from each of the nine partner universities and the participation of at least twice as many from our Alma Mater. The festival has been organized by dozens of people for many months already.

One of the biggest challenges CIVICA universities faced was setting the event date. Due to differences in individual universities' academic calendars, finding a perfect date for everyone was impossible. Dialogue, compromise, mutual respect, scientific discourse and democratic understanding of the decision-making process - the values that CIVICA is committed to and proud of have been perfectly exercised in practice, which resulted in the selection of the date for June 14-16 this year. On the one hand, even such an important event cannot interfere with the student's education. On the other hand, weather conditions are of paramount importance. As SGH, we wanted to give everyone a chance to get to know Warsaw and Poland at the best and nicest time possible, remembering that for many people, it will be their first contact with our country. Everyone agreed that the turn of spring and summer is not only the least risky time in terms of weather, but also the period when the Masovian flora and fauna look beautiful. In June, many people have holidays in mind, and such an event will certainly give everyone a taste of active recreation combined with learning about the rich Polish culture, both historical and contemporary.



As the name suggests, the CIVICA Sport & Culture Festival includes cultural, leisure and sports events. As SGH, we would like to show off our rich history by guiding foreign guests around the historic SGH campus and presenting facts from the history of the university, Warsaw, and Poland, which is important for our national heritage and academic traditions. The hallmarks of SGH are certainly the Choir and the Folk Song and Dance Ensemble. Their performances will be strong points of the entire festival, increasing our recognition and pride in our cultural achievements. One of the primary criteria for choosing the traditional form of the festival was the possibility of integrating the academic community. One of the best opportunities for integration is provided by joint recreational and sports activities. We are pleased to announce that a large part of the CIVICA Sport & Culture Festival will occur at Zegrze Lake and include water-related attractions. For people more familiar with the secrets of sailing, a sailing regatta will be organized as a water game. A boat cruise is planned for the remaining participants. Of course, there will be additional attractions like workshops and training. The highlight of the festival on Saturday evening is a common bonfire. Eating, singing, and having fun with hundreds of people from different parts of Europe - the only limits seem to be the students' imagination and the length of the night. It will be one of the shortest nights of the year because only a few days will separate us from the summer solstice holiday, commonly known as Kupala Night or Midsummer Night.

We are already receiving information that the offer we have prepared is met with interest from a much larger group of people than we had planned. Unfortunately, for logistical reasons, we are forced to limit the number of participants to a quarter of a thousand, considering the need to conduct internal elections of delegates to the CIVICA Sport & Culture Festival at universities. We also hope that the success of this project, which none of the CIVICA members doubts, will enable the cyclical organization of such events in the future.

**DR HAB. MICHAŁ BERNARDELLI**, prof. SGH, Head of the Centre of Physical Education and Sports, Deputy Dean for Graduate Studies, Probabilistic Methods Unit, SGH Collegium of Economic Analysis

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# A debut with flying colours

 **MAGDALENA BRYK**

In the last season we took advantage of an extraordinary opportunity – for the first time AZS SGH (University Sports Association of SGH) was one of the organisers of university championship of Poland, twice: it organised semifinal and final of men's football tournament. As the dust settled after both tournaments, we can proudly say that we performed the task very well.

The semifinal, in which nine teams took part, including five from Warsaw, one from Łódź, and one from Olsztyn, was the simplest to organise, and was perceived as a “trial” tournament. There were no official medal ceremonies, visits of university authorities or AZS Board, and the main goal of each team was to advance to the final. We, as organisers, wanted to gain organisational experience and to integrate as a team. We managed to attain both these objectives.

We had been planning the final tournament, our main organizational goal of the season, since September 2022. Apart from crucial matters such as renting the venue, arranging accommodation, and selecting the appropriate refereeing staff, we took care of every detail, from beautiful trophies to

✦ AZS SGH football players won the USP classification and took 8th place in the entire championship

✦ A row of cheerleaders from the aerobics section awaited the finalists

cheerleader formations and healthy snacks for participants. We were the first to organize a ceremonial opening of the tournament, during which the academic anthem, “Gaudeamus Igitur,” was performed and the Rector of SGH Piotr Wachowiak presented the trophies on a magnificent podium.

One of the participants in both tournaments was the captain of the team from the University of Warmia and Mazury in Olsztyn – Mahamadou Bah. His team, the “dark horse” of the competition, achieved a historic second place in the entire tournament. Here is how the captain commented on the competition: “... as far as organisation is concerned, everything was top-notch – from the beginning to the last match and the final ceremony. This final will certainly stay in our memory for a long time.”

Dr. Marcin Stachowicz, the coach responsible for both tournaments, remarked in a similar tone: “I think everything was at a top level; we quickly dealt with problems that occurred. For me, the most important thing is the opinion of the participants, and we received praises from all sides. As a team, we performed excellently. It was definitely a successful organizational debut for our club, and the bar has been set very high for the coming years.”

The players also deserve praise. SGH players were the only ones to win both matches in the group stage on the first day of the competition and were the first to advance to the knockout stage. Ultimately, our team took the eighth place, winning the classification of social and natural science universities, repeating the achievement from the previous year. We congratulate the footballers and wish them further success. As an organizing team, we have accomplished our task with flying colours.

The tournament partners were the SGH Warsaw School of Economics, PZU, Decathlon, and Republika Smakoszy. 

**MAGDALENA BRYK**, AZS SGH Board Member

PHOTO: MARCIN SELESKI (MARCIN.BIZ)



# Bronze we have waited for years

 **MAGDALENA BRYK**




**W**e write about medals and successes of our sportspeople or sports team in Academic Championship of Poland on a regular basis. However, it took a long time and lots of work to reach this particular success. On the last University Sports Gala in October 2023, for the first time our representatives were among the best university clubs in Poland.

The cycle of University Championship of Poland has gained renown it had worked for years. Each year new sport disciplines are introduced in the programme, and more universities enter the competition for medals. But the medals are won only by the best student athletes in our country. Each year the University Sports Gala provides a summary of University Championship of Poland, where

the best Polish university clubs of the University Sports Association (AZS) are distinguished. Statuettes and medals are awarded to the clubs that earned the most points in all the competitions of the cycle in the previous season.

After many years of work and development of the club, it found itself on a podium in the previous season (2022/2023). Our University Club AZS SGH ranked twenty-third in the overall general classification and was the third-best among social and natural science universities in Poland. On behalf of the club the award was received by the Rector of SGH, Dr hab. Piotr Wachowiak, Professor of SGH, Chairman of the Club AZS SGH Dr hab. Michał Bernardelli, Professor of SGH, and Magdalena Bryk, long-time member of the Club board.

Here is how the Chairman commented on the historic success: *"Winning a place on the podium in the classification of social and natural universities is the culmination of many years of work of hundreds of people. Of course, SGH students play a leading role. Still, it is necessary to emphasize the contribution of coaches, lecturers favourable to athletes, and administrative staff involved in organizing and settling trips to competitions in this success. It is also impossible to underestimate the financial support of the university authorities, who perfectly understand the vital role of sports and the possibility of promotion through sports. I want to take this opportunity to thank once again everyone who contributed to this historic achievement."*

We also wish our University settling for good on the podium and upgrading the result in the future. 

**MAGDALENA BRYK**, AZS SGH Board Member

→ University Sports Gala in October 2023

PHOTO: PAMEŁ SKRABA





PHOTO: PRIVATE ARCHIVE

# It was her year

 **MAGDALENA BRYK**

**H**istoric medal for SGH at international university sports games, surpassing the magical 70m mark, and debut at the World Championships, all topped with the gold badge of the Academic Sports Association. Aleksandra Śmiech will surely remember 2023 with a smile on her face for a long time.

Aleksandra, Ola for short, started the 2023 season with a bang - in May, she joined the prestigious group of hammer throwers who surpassed the 70m mark, becoming the leader of Polish rankings. A week after this wonderful achievement, the competition favourite easily defended her title as the academic champion of Poland in hammer throw, securing her fifth gold medal in a row.

The next stage of the 2023 season was the Polish Championship, where Ola Śmiech was only defeated by Malwina Kopron and the three-time Olympic champion Anita Włodarczyk, achieving a historic 3<sup>rd</sup> place. Further part of the season was marked by international contests.

At the end of July and beginning of August, the 31<sup>st</sup> World University Summer Games took place in Chengdu, China. World University Games are the most important competition for student athletes: it is held every two years, and its level is in many aspects similar to that of the Olympics. The qualifying round in Chengdu was a formality, and was an opportunity to feel the atmosphere of the stadium and prepare for the final competition. In the final, our student placed third after the first throw, and although she improved her result twice, her position remained

unchanged. In her best attempt, Ola threw the hammer 68.65m, thus winning the historic bronze medal of the University Games.

After this success, Ola focused on preparing for the Budapest World Championships in August 2023. She ultimately finished in 19<sup>th</sup> place with a result of 69.76m.

International success was appreciated by the authorities of the Academic Sports Association (AZS) - Ola received the Gold Badge of AZS. The badges are awarded by the Main Board of the Academic Sports Association, and in order to receive them, besides significant sporting or organizational achievements, a sufficiently long (minimum three years) membership in the organisation is required.

This is how the athlete herself summarises this season:

“Last season was successful and groundbreaking for me. Surpassing the 70m mark has been my goal for a long time, and I managed to achieve it in my first competition. The next task was to qualify for the World Championships in Budapest. Successful competitions, including the one in Geneva, where I set a new personal record of 71.14m, ensured me a sufficiently high position in the world rankings, but the decisive start in this battle was the Polish Championships. The condition was to be ranked in the top three. The start was incredibly stressful, but ultimately brought many positive emotions. Winning the bronze medal meant, in my case, being called up to the Polish national team for the World Championships. It was a dream come true for me. Before the most important start of this season, I still had to compete at the University Games in Chengdu. The trip itself was an amazing adventure, and the desert was the 3<sup>rd</sup> place.”

What are Ola's plans for the Olympic season?

In 2024, she would like to enter the European Championships final in Rome. “The minimum is 71.20m, so just a few centimetres more than my personal record, which I would like to beat. Qualifying for the Olympic Games in Paris would be a dream come true for me, which I will also fight for this season,” she said.

We keep our fingers crossed. 🍀

**MAGDALENA BRYK**, AZS SGH Board Member

✦ Ola during Academic Championship of Poland



PHOTO: THE ORGANISERS

# Representatives of the SGH in the most renowned sports arenas

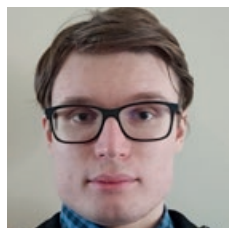
 **SEBASTIAN MURASZEWSKI**

It has been 100 years since Polish athletes first took part in the Olympic Games. Over this time the history of medals and wins of white-and-red athletes has been continuously interweaving with SGH history.

Representatives of the SGH Warsaw School of Economics have been present in the Olympic Games almost since the Polish Olympic debut. At the Winter Olympics in 1928 in Sankt Moritz, it was Aleksander Kowalski, a hockey player, who together with his team took the fourth place in the next Olympic Games in Lake Placid four years later. The athlete was one of the victims of the Katyn massacre, he was murdered by Soviets in 1940.

The first Olympic champion who studied at SGH was Kazimierz Paździor. This lightweight boxer was the best at the Summer Olympics in Rome in 1960. Although Polish fighters coached by the legendary Feliks Stamm were among the best in the world, it was only Paździor who won the gold medal. After the Olympics he decided to end his boxing career and started studying economics at SGH. He obtained his Master's degree in 1969.

Another SGH student and athlete in Rome was Edmund Piątkowski. This discus thrower who joined the Olympic competition as Europe's champion, world record breaker, and Poland's best athlete in the poll conducted by "Przegląd Sportowy" ["Sports Review"] magazine in 1959, ranked fifth in the Olympic Games. He competed three times in the world's most important sports contest, but did not manage to win a medal. A fun fact: Piątkowski was also one of the pioneers of the Polish badminton. The game of badminton, in Polish also known as *kometka*, was what he




practised during breaks in his training routine, and one of his sparring partners was a teenage Daniel Olbrychski.

A stormy fortune befell to another Polish track and field athletic star Ewa Kłobukowska. She appeared at SGH after she had prematurely ended her sports career. At that time accounting seemed more important to her than sport. Despite the short time she spent on world running tracks, she was by all means the most outstanding athlete ever to have studied at SGH. She was only 18 when she won a gold medal in a sprint relay and a bronze in the 100-meter dash at the Olympics in Tokyo. She later broke world records in those distances. An alleged controversy over her gender status which was based on unreliable and scandalous methods led to her disqualification. As it was proven later, the decision had been unfounded.

However, none of Teresa Sukniewicz's world records were ever questioned. During her time at SGH the hurdler achieved multiple record results in 100-meter and 200-meter races. She combined studying full time with her athletic practice. She won the poll organised by "Przegląd Sportowy" magazine and was chosen the best Polish athlete of 1970. An Achilles tendon rupture shortly before the Olympic Games in Munich in 1972 put an end to her Olympic career. The following failed treatment made her full recovery impossible and she could never return to her previous athletic shape.

Less than a decade after Sukniewicz's successes SGH could boast another world record breaker in hurdle racing. At the end of the 70s Grażyna Rabsztyń was recognised as the best runner in the 100-meter hurdle race. Sadly, just like with Sukniewicz, her health condition stood in the way of winning Olympic medals – her injury played up both in Montreal in 1976 and in Moscow in 1980.

One of SGH strengths was also fencing. Although at that time, in the 60s, no university in the world could match the Department of Law at the University of Warsaw for fencing, some talent was also available at SGH. Michał Butkiewicz was one of the best Polish épéists in history. Together with his team he won a bronze medal in the Olympic Games in Mexico in 1968. Butkiewicz had a longer association with SGH. He obtained his PhD there and engaged in research work at our university.

The last to date Olympic medal winner at SGH was a foil fencer. Anna Rybicka competed in the Olympic Games two times. In Sydney in 2000 she won a silver medal, when Polish female fencers were defeated only by Italians. Rybicka did not participate in final fights, but brought an important contribution at the earlier stages of the contest. 

**SEBASTIAN MURASZEWSKI**, journalist cooperating with student magazine "NMS Magie" and TVP Sport

# Andrzej Bohomolec, the sailor

PAWEŁ TANEWSKI

On the 5th June 1933 a small yacht named “Dal” left Gdynia for a long voyage to Chicago. Three crew members were on its board: Andrzej Bohomolec, the owner of the yacht, military professional in the rank of lieutenant of cavalry, who had **studied at the Higher School of Commerce in Warsaw (former SGH)** for one semester, and two experienced navigators: Jerzy Świechowski and Jan Witkowski.

This quotation was taken from Jaster’s introduction to the book by Andrzej Bohomolec (1900-1988), titled *Wyprawa jachtu „Dal”* [Expedition of the yacht “Dal”]. The book was issued twice in 1930s. It was published by a publishing house „Rój”, co-owned by the famous Polish writer Melchior Wańkowicz (1891-1974). Later, in the times of Stalinism both the author, as a pre-war lieutenant of cavalry, and his work praising the achievements of Poland between the two World Wars, were consigned to oblivion, just as Mariusz Zaruski (1867-1941), mentioned by Jaster, a pioneer of Polish sailing, promoter of marine education and a mountaineer. As a country implementing socialism in its radical, Soviet version, Poland was in late 1940s and early 1950s separated from the West by the iron curtain. After the death of Stalin, however, political, and economic relations were somewhat liberalised, although remained under strict control of communist authorities. Poland’s opening to the West was limited, but still significant. In such circumstances, a state publishing house Wiedza Powszechna issued a book about a cross-Atlantic expedition of three Polish

In 1957, with the wave of the Thaw under the rule of Władysław Gomułka, journalist Jan Jaster (1905-1969), a popular promoter of tourism and sailing, wrote: “After World War II there were no good conditions for the development of sea sailing. It was due to numerous reasons. Yachting enthusiasts could only sail on rivers and Masurian lakes, but this year first sea sailing voyages to Scandinavian ports are already organised. This is how young sailors following Mariusz Zaruski once started. And five students from Gdańsk will set out on a cross-ocean voyage on a raft, following the example of Kon-tiki. It is therefore possible that soon we will hear about a Polish cross-Atlantic journey again...”

† The voyage route led from Gdynia through Copenhagen, Ostend, Le Havre, Plymouth, and Bermuda to New York, from where the sailors navigated inland waters to Chicago

PHOTO: NARODOWE ARCHIWUM CYFROWE (THE NATIONAL DIGITAL ARCHIVE)



† Andrzej Bohomolec and Jerzy Świechowski in Bermuda

sailors to the United States, written by its participant and leader, Andrzej Bohomolec.

On the 5<sup>th</sup> of June 1933 the yacht "Dal", a small, only 8.5m-long boat, set sail from Gdynia for a long voyage to Chicago. Its crew consisted of three people: owner of the yacht, military professional in the rank of lieutenant of cavalry Andrzej Bohomolec, and two experienced navigators: Jerzy Świechowski (1908-1999) and Jan Witkowski (1906-1934).

The voyage was full of dramatic and unusual events, some dangerous, others straight comical. On the way to US, the yacht made stops in Copenhagen, Ostend, Le Havre, Plymouth, and finally set out on the cross-Atlantic journey. It passed by large transoceanic ships, exchanging signal codes with them, but the most loyal companions turned out to be three seagulls,

which accompanied the sailors on the ocean for a month. The most difficult moment was when the boat found itself in the eye of a cyclone raging on the Atlantic for four days. Enormous tides were flooding the deck, the mast was reduced to a three-meter pole. The sailors were removing the water from the inside with a bucket by superhuman effort, not able to eat or drink for a few days. Still, none of them complained. All three sailors had agreed for the challenging voyage, and in the face of the ferocious storm they simply tried to save their lives, holding on to the deck as tightly as possible. It was particularly difficult to sail upwind, with the bow against the waves. Side position of the boat resulted in huge amounts of water flooding the deck, which could even capsize the yacht. Each wave could be the last one that would bury the boat and the brave sailors in the ocean. Ultimately, the crew won the battle with the element and survived. The destruction caused by the storm forced them to stop the voyage and harbour in Bermuda. It seemed that they had had the hardest time behind them, but something even worse happened at the coast of Bermuda. One of them, a superb sailing instructor Jan Witkowski, had an acute nervous attack. His companions struggled with him in the yacht cabin, trying to hold and calm him down, which they finally managed to do. Undoubtedly the physical strength of the sailors helped, especially that of Bohomolec, a 2-meters tall man. From Bermuda, where the sailors arrived by the end of August 1933, Witkowski returned to Poland. A few months later he died tragically. The two other travellers, Bohomolec and Świechowski, used the forced many-moths' stay in Bermuda to thoroughly repair their sailboat. They got to know the island and its inhabitants, so diverse in terms

” *Andrzej Bohomolec ... donated his “Dal” yacht to Poles living abroad, so that it would be evidence of Poland’s position and role in the world.*

of origin, lifestyle, and social position. Bohomolec turned out to be an insightful observer of social and cultural phenomena, which he presented later in his book.

Rested and on a thoroughly restored yacht, on the 3<sup>rd</sup> of June 1934, they departed from Bermuda towards America. They had to keep watch by the steering wheel, changing shifts in two, without one of the crew members.

After seven days of sailing, the boat reached New York and then, driven by a motor, navigating inland waters, they arrived in Chicago. The travellers were enthusiastically welcomed not only by the patriotic and big Polish diaspora, but also by American journalists and reporters, as well as organisers of meetings and events, which had an interest in attracting large audience. Bohomolec persistently denied the latter, as he did not want to link the expedition, which was supposed to promote Poland, with business. Still, by the end of his stay in the US, he did make an exception. He agreed for a cycle of paid meetings with Polish diaspora, which was justified by the fact that he donated his “Dal” yacht to Poles living abroad, so that it would be evidence of Poland’s position and role in the world.

After coming back home, Bohomolec and Świechowski were honoured by Crosses of Merit. Bohomolec continued his career in the cavalry, but for a short time. Świechowski worked on cargo ships for many years. During WWII he commanded French and British cargo ships. Lieutenant Bohomolec, promoted in 1936 to the rank of cavalry captain (equivalent of infantry captain), enjoyed a great reputation in the military. A French general Louis Faury (1874-1947), lecturer at the War College, headquartered on Koszykowa street in Warsaw, relatively close to SGH, wrote about him: “A man of exquisite upbringing, very polite, capable of performing most difficult tasks.” And indeed, it is the most difficult tasks that he would soon have to perform. In April 1937 Bohomolec became an advisor of the Soviet Department at the Ministry of Foreign Affairs. In 1939 he was Polish *chargé d'affaires* in Shanghai.

✦ Andrzej Bohomolec

After the outbreak of the World War he joined the Polish army being formed in France. The French defeat in 1940 made him escape to North Africa. He was severely wounded in the battle of Tobruk, and then, after recovering, by the end of 1943 and in 1944, in the final phase of the war, he was a liaison officer between the British command and a Polish commando battalion in Italy.

The war ended. Andrzej Bohomolec settled down. He went to live in Canada with his wife. On his ranch, which still exists, he bred horses. He also maintained contacts with his comrades-in-arms. He belonged to a veterans’ organization of Polish commandos in London.

The fate of the yacht “Dal”, donated to the American Polish community, was also interesting. For many years, the boat was exhibited at the Museum of Science and Industry in Chicago, whose

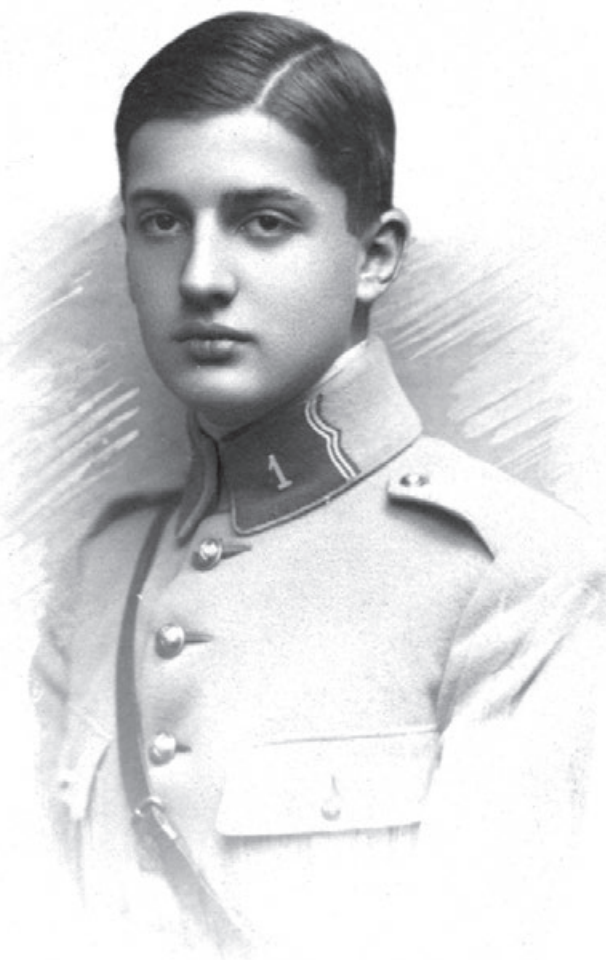


PHOTO: CENTRALNE ARCHIWUM WOJSKOWE (THE MAIN MILITARY ARCHIVE)



PHOTO: PAWEŁ TANEWSKI

authorities decided in 1968 that its time there had come to an end: either someone would take over the yacht, or they would burn it. “Dal” was saved by Ireneusz Gieblewicz, a Polish sailor who had settled in the United States since the 1960s. Gieblewicz arranged for “Dal” to return by sea across the Atlantic to Gdynia with a crew of several people. On the 14th of August 1980, it stood at the quay of the yacht basin named after Zaruski, and on 16 August, Gieblewicz, who participated in the voyage, donated it to the Central Maritime Museum in Gdańsk. It was a special moment. Numerous strikes were breaking out in the country. Shipyards and ports were paralysed and stopped working. The first “Solidarity” labour union was emerging.

Ultimately, “Dal” docked at the Shipwreck Conservation Centre in Tczew, although it is certainly not a wreck. Diligently restored, it delights enthusiasts of sailing and its history. Andrzej Bohomolec did not participate in the last voyage of “Dal,” but he funded the Chapel of Seafarers in the church of Our Lady in Gdańsk. In front of the chapel entrance there is a bas-relief depicting the sailing “Dal” and the inscription: “To the Virgin Mary, patroness of distant seas and oceans, this chapel was founded by the sailor Andrzej Bohomolec in 1980.”

The most famous representative of the noble Bohomolec family of the Bogoria coat of arms is the Jesuit Franciszek Bohomolec (1720-1784), a poet, playwright, and educator, author of well-known theatre plays, active in the Enlightenment era, an advocate of Polish culture, who had the courage to oppose the then prevailing fashion and snobbery in French culture. But this article is about another representative of the noble family, Andrzej Bohomolec, a student of the SGH Warsaw School of Economics, matriculated in October 1919. He attended lectures and classes for one semester. He was one of the many students who only passed through our university. Many, like Bohomolec, volunteered for the emerging Polish army, took part in the Polish-Bolshevik War of 1920, and then either did not return to university or decided to continue their studies elsewhere. Nevertheless, Andrzej Bohomolec is certainly worth remembering, especially since SGH students engage in sailing with great success. 📖

**DR PAWEŁ TANEWSKI**, Senior Certified Curator, SGH Library.

† The sailboat “Dal” located at the Shipwreck Conservation Centre in Tczew, Poland

The article was written in cooperation with mgr Magdalena Brzechowska-Szawdyn, former curator at the SGH Library.

First-hand  
knowledgeFOR  
OVER100  
years**Energy Markets in Transition. Economy – Climate – Technology – Regulations**

EDITED BY GRAŻYNA WOJTKOWSKA-ŁODEJ



The texts may become an interesting material to develop interests and expand knowledge of undergraduate, graduate, doctoral and postgraduate students on the contemporary issues of energy management,

in particular global trends in energy demand and its coverage, EU energy and climate policy and energy transition. At the same time, it can also become an inspiration for those interested in further expanding their knowledge in the field of sustainable energy management.

(excerpts from the introduction)

**Process of Moving Up the Global Value Chains. A Case of Polish-German Economic Coopetition**EDITORS TOMASZ M. NAPIÓRKOWSKI,  
MARIUSZ-JAN RADŁO, JÜRGEN WADDEL

The book presents the results of a research project aimed at answering the research question of how the Polish economy and its enterprises can advance within the global value chains (...)

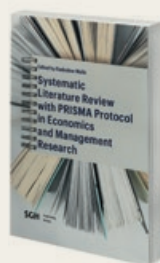
This study was conducted under the auspices of the World Economy Research Institute of the SGH Warsaw School of Economics (project title: "Process of moving up global value chains. The Case of Polish-German economic coopetition;" project number: KGS/S19/03/2019). The authors are members of the Global Economic Interdependence

Department, the German Economy Research Department and the Department of European Integration and Legal Studies based in Poland at the SGH Warsaw School of Economics.

(excerpts from the introduction)

**Systematic Literature Review with PRISMA Protocol in Economics and Management Research**

EDITED BY RADOŚŁAW MALIK



This scientific monograph is a collection of ten texts written by students of SGH Warsaw School of Economics, participants of the fourth edition of the Young Scientist programme. The goal of the programme is scientific

development of young talented people who, during their bachelor and master studies, evinced scientific interests and willingness to develop competences important in research work. The texts included in the monograph concern a variety of research topics, with the main focus on research in economics, management and finance. The complexity of the research topics undertaken by the authors and a number of novel perspectives on the researched themes indicate the authors' research curiosity and herald the future scientific successes of these young researchers.

(excerpts from the introduction)

**Poland Competitiveness Report 2023. Focus on Entrepreneurship and Competitive Advantages**EDITED BY ARKADIUSZ MICHAŁ  
KOWALSKI, MARZENNA ANNA WERESA

The authors of this monograph discuss entrepreneurship and its relationship with the competitiveness of economies. (...) There are many other issues that are analysed in more detail in this monograph.

The goal of this monograph with regard to theory is to broaden knowledge about entrepreneurship as a factor of economies'

competitiveness and to identify the directions of research on competitiveness, which have emerged in the literature in response to new challenges of the 21st century, including the climate crisis, the COVID-19 pandemic, or demographic changes.

(excerpts from the introduction)

**International Orientation of Key Decision-Makers and Firm Internationalization. Evidence from Small and Medium-Sized Companies in Poland**

EDITED BY MAGDA GÓRSKA GRGINOVIĆ

(...) In this book it is assumed that international orientation of decision-makers is built upon a manager's individual characteristics such as experiences and skills and not directly composed of them, as conceptualized, for example, by Acedo and Jones (2007), Basly (2015), Cave (2015) and Saghebi et al. (2019). The logic behind this reasoning is the following: a manager's experiences and skills cannot directly affect internationalization performance and need to be translated into the decision-maker's cognitive thinking, in particular the manager's international orientation, for the company to achieve performance advantage on international markets.(...) This monograph is composed of an introduction, four chapters and conclusions. The first two chapters are of a theoretical nature, while the last two are empirical.

(excerpts from the introduction)

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# PROCHYSTOŚĆ UKOŃCZENIA STUDIUJ 2023

## KSZTAŁCENIE WYKONAWCZE

# SGH Shapes Leaders

