



# **International Development Plan**

Wroclaw University  
of Economics and Business

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2022



Wroclaw University  
of Economics and Business



## Dear Ladies and Gentlemen,

The contemporary global economy poses new development challenges for higher education institutions, including the Wroclaw University of Economics and Business (WUEB).

The Strategy 2030 is the primary document indicating the directions for the strategic development of our University. It has made all stakeholders aware that such development challenges as, for instance, the need for continuous adaptation to change, the progressing globalization of science and teaching which brings both opportunities and threats, and the need to define the University's role in creating a new model of the economy in the world of VUCA and digital transformation, determine the implementation of our strategic intentions.

***The International Development Plan of the Wroclaw University of Economics and Business*** was adopted under Regulation of the Rector of the WUEB No. 13/2022. It is embedded in the values and priorities of the Strategy 2030. It constitutes another significant step in the implementation of the process of international development of our University, with a view to increasing the competitiveness and recognition of our University on the international market. \_\_\_\_\_



I hope that achieving the international development objectives specified in the Plan will contribute significantly to the University's development in the area of research, education and staff mobility, and help to shape its image.

**I invite everyone to joint cooperation and implementation of the international development process for the benefit of our University!**

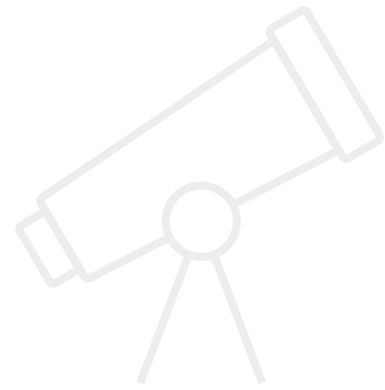
A handwritten signature in blue ink, reading "Drelich Skulska". The signature is written in a cursive style and is positioned above the printed name of the signatory.

**Professor Bogusława Drelich-Skulska**

Vice-Rector for Accreditation and International  
Cooperation

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## 1. **Mission and Vision of the Wroclaw University of Economics and Business (WUEB)**

The WUEB vision has been formulated as follows:

### ***University of business – leader of changes***

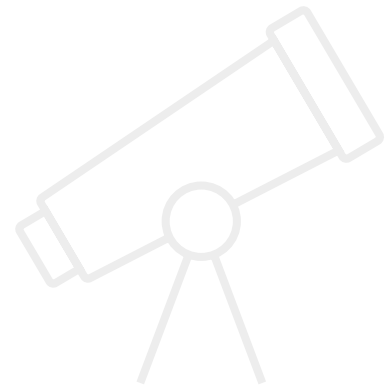
- University that stands out in the region, carrying out original research significant for international science;
- University that develops competences of the future in a modern way;
- University that is a valued business partner as the source of talent, competence and knowledge;
- University that is an attractive work and development environment for the most talented and committed employees;
- University based on the organization and technologies of the future.



Our vision corresponds to the MISSION of the University, which is as follows:

***We create experts and business leaders by establishing an environment for the development of knowledge, skills, and competences of the future.***

Competences of the future are the configuration of knowledge, skills, attitudes, characteristics, and motivation required by employers in a long-term perspective, which increase individual employability. Competences of the future shaped by the WUEB concern (or will concern) cognitive, interpersonal, systemic, and interdisciplinary areas. Competences of the future result from the analysis of megatrends and expectations of the world's higher education market.



- The University campus is a place for holding open debates and shaping the future;
- The University is a community of people who change the world by contributing to science and fostering development of new personnel;
- We are guided by such values as responsibility, community, freedom, modernity, continuous improvement and development, truth, and entrepreneurship;
- We develop in harmony with the environment, creating a better world.



## **2. Ethical standards of the international development of the Wroclaw University of Economics and Business**

As a business university located in the centre of Europe, we want to educate responsible leaders who shape the global world. Business has long since transcended national borders, so we want our students, doctoral candidates, part-time students, graduates and staff to have the knowledge, experience and skills necessary to navigate in a multicultural environment. In our actions, we are guided by the core values set out in the Strategy 2030. Additionally, the universal standards on which we base our international activities are tolerance, openness and respect for diversity. We want our University to be a space for open scientific debate, a place to study, free of cultural and social prejudices and a workplace that is friendly to everyone.





### **3. WUEB vision in the area of international development**

- University with an ever-wider international recognition;
- University attractive for international scientists, coming for scientific and teaching purposes, promotion and implementation of research results;
- University with a constantly updated curriculum in English, offering knowledge in the field of competences of the future;
- University with a steadily growing number of foreign students, post-graduate and PhD students, and course participants;
- University which is an important member of international scientific and teaching networks and international institutions;
- University that carries out research and development projects together with foreign partners, using international funds, and achieving results that have an impact on global science;



- University whose employees perform important functions in international scientific and science-financing institutions;
- University whose employees participate in a significant number of international promotion procedures as reviewers and members of commissions evaluating the dissertations and scientific output of candidates;
- University friendly to all, regardless of their origin, race, religion, gender or economic status, giving everyone equal opportunities of access to education and science.



#### **4. External conditions favourable to the international development process of the WUEB**

The international development of the WUEB is facilitated by various external factors, which stimulate and intensify the positive effect of the University's activities. The external factors include:

- Poland's membership in the European Union and other regional organizations, enabling it to obtain funding to support the international character of research and education;
- location of Poland and Wrocław, enabling the development of scientific and teaching cooperation with many foreign partners;
- significant attractiveness of Poland for scientists from developing countries;
- presence of many international companies in Wrocław and Lower Silesia that hire employees of diverse nationalities;



- international development goals and activities of the local authorities of Wrocław and Lower Silesia;
- involvement of local authorities in the international development of universities both in education and research;
- introduction of the “Program for the International Development of Higher Education,” which constitutes a comprehensive vision of the international development of Polish science and Polish higher education institutions, and establishment of the National Agency for Academic Exchange (NAWA);
- growing interest of foreign students in pursuing studies in Poland;
- relatively low education costs in Poland compared to e.g. West European countries;
- existing potential to increase research funding through external means, such as European-funded international research grants and contracts;



- international activities of recognized business school organizations, which increase the opportunities for international cooperation on many levels;
- variety of forms of international partnership beyond student and academic mobility creates opportunities for the development of international cooperation of the WUEB with foreign partners in the form of, for example, an increased number of joint and double-degree programmes, including programmes in the area of lifelong learning, as well as international research cooperation.



## **5. Strategic objectives in relation to international development defined within the framework of the WUEB's strategic priorities and the measures of their implementation**

The WUEB aims for the international expansion of all areas of its operation, both in terms of teaching content and research conducted, as well as the structure of its staff and students, at all levels of the organization and its activities. The WUEB international development plan is linked to the strategic priorities set out in the Strategy 2030. International development goals were selected for each strategic priority and indicators for their achievement defined, which are presented in the table below.

WUEB strategic priorities for 2021–2030

Name of the strategic priority	International development goals as part of a strategic priority	Indicators of achievement of international development goals
Committed personnel	Growing participation of foreign research and teaching staff	<ul style="list-style-type: none"> <li>• Number of visiting professors and doctors employed under an employment contract</li> <li>• Number of hours of classes conducted by academic teachers from abroad</li> <li>• Number of visiting professors and doctors under ERASMUS+ and other bilateral agreements</li> <li>• Number of foreign language teachers offering classes for students</li> <li>• Number of foreign business practitioners giving guest lectures for the EMBA</li> </ul>
	Growing number of internships and visits abroad for the University employees	<ul style="list-style-type: none"> <li>• Number of academic teachers who participated in foreign internships</li> <li>• Number of academic teachers employed as visiting professors under employment contracts at foreign universities</li> <li>• Number of administrative employees who participated in foreign internships</li> <li>• Number of the WUEB academic teachers conducting classes or undergoing training at foreign universities under the Erasmus+ programme or bilateral agreements</li> <li>• Number of international conferences attended by the WUEB employees</li> </ul>
	Increase in the number of foreign conferences organized or co-organized by the WUEB	<ul style="list-style-type: none"> <li>• Number of scientific conferences held in cooperation with foreign partners</li> </ul>
	Increase in the number of the WUEB academic teachers involved in teaching as part of English-language programmes	<ul style="list-style-type: none"> <li>• Number of academic teachers conducting classes in English</li> </ul>
	Growing importance of the University in international scientific and research activities, and research and implementation activities	<ul style="list-style-type: none"> <li>• Number of academic teachers participating in scientific and research projects and research and implementation projects, carried out with the participation of foreign partners</li> <li>• Value of funds from foreign sources in international scientific and research projects and research and implementation projects carried out with the participation of the WUEB academic teachers</li> </ul>

**WUEB strategic priorities for 2021–2030**

Name of the strategic priority	International development goals as part of a strategic priority	Indicators of achievement of international development goals
<b>Modern organization</b>	University is recognized among economic universities as the leader in Central and Eastern Europe in terms of achieving sustainable development goals	<ul style="list-style-type: none"> <li>• Number of social and environmental initiatives proposed by the WUEB</li> <li>• Number of CSR-related courses within study programmes</li> <li>• Number of diploma, master’s, and doctoral dissertations in the field of CSR</li> </ul>
	University that uses modern IT technologies to acquire and maintain international contacts	<ul style="list-style-type: none"> <li>• Number of on-line or hybrid international conferences / seminars</li> <li>• Number of events other than international on-line or hybrid events</li> </ul>
	Growing participation of the WUEB in associations of universities with international accreditations	<ul style="list-style-type: none"> <li>• Number of reports submitted under institutional accreditation processes (including initial reports, progress reports and accreditation reports)</li> <li>• Number of reports submitted under major accreditation processes in a given year (including initial reports, progress reports and accreditation reports)</li> <li>• Number of the WUEB employees participating in conferences / training sessions organized by accreditation bodies</li> </ul>
	Growing recognition of the University on the educational market	<ul style="list-style-type: none"> <li>• Number of promotional activities abroad undertaken with a view to expanding the University’s international recognition, including participation in education fairs, and cooperation with diplomatic missions and representations worldwide</li> <li>• Number of bilateral agreements as part of ERASMUS+</li> <li>• Number of bilateral agreements with universities with international institutional accreditation as part of ERASMUS+</li> <li>• Number of bilateral agreements with universities with international institutional accreditations outside ERASMUS+</li> </ul>
	Effective acquisition of financial resources related to the University’s international development areas and supervision of their implementation	<ul style="list-style-type: none"> <li>• Amount of funds obtained under ERASMUS+</li> <li>• Amount of funds obtained as part of cooperation with the NAWA</li> <li>• Amount of funds obtained for activities related to international development under other projects</li> </ul>
	Growing accessibility of information about the WUEB for foreigners	<ul style="list-style-type: none"> <li>• Number of the WUEB documents translated into English</li> <li>• Number of promotional materials in English offered to foreigners</li> <li>• Number of visits to the WUEB website in English</li> <li>• Number of visits to the WUEB website from abroad</li> </ul>



WUEB strategic priorities for 2021–2030

Name of the strategic priority	International development goals as part of a strategic priority	Indicators of achievement of international development goals
Cooperation with business	Cooperation of the University with business representatives of international companies	<ul style="list-style-type: none"> <li>• Number of international enterprises cooperating with the WUEB</li> <li>• Number of events addressed to candidates for students or the WUEB students, attended by representatives of international companies</li> <li>• Number of international enterprises participating in the Job Fairs</li> </ul>
Continuous development of the competences of the future	At least 25% of students of programmes of re-skilling and up-skilling of competences participating in studies or training courses in English.	<ul style="list-style-type: none"> <li>• Number of students of post-graduate studies and training courses in English</li> <li>• Number of students of the English-language version of the EMBA programme</li> <li>• Revenue from tuition fees from students of postgraduate studies and training courses, and students of the EMBA programme in English</li> <li>• Number of foreign students and participants in programmes coordinated by a foreign university and implemented at the WUEB</li> </ul>
	Shaping linguistic / cultural competences of the WUEB employees	<ul style="list-style-type: none"> <li>• Number of academic teachers participating in language / cultural training courses</li> <li>• Number of administrative staff participating in language / cultural training courses</li> <li>• Number of language / cultural training courses organized for the WUEB employees</li> <li>• Number of licenses granted to gain access to the Grammarly Premium platform</li> </ul>

WUEB strategic priorities for 2021–2030

Name of the strategic priority	International development goals as part of a strategic priority	Indicators of achievement of international development goals
Outstanding education of experts and business leaders	Extensive international student exchange	<ul style="list-style-type: none"> <li>• Number of students who benefited from international exchange under ERASMUS+ and other bilateral agreements</li> <li>• Number of foreign students coming under ERASMUS+</li> <li>• Number of foreign students and doctoral students (except for ERASMUS+)</li> <li>• Number of internships for foreign students and doctoral students of the WUEB</li> <li>• Number of students coming for internships under ERASMUS+ and bilateral agreements</li> <li>• Income from tuition fees from foreign students and doctoral students</li> <li>• Number of students enrolled on double / joint degree programmes</li> </ul>
	Attractive fields of study of an international nature	<ul style="list-style-type: none"> <li>• Number of study programmes at Bachelor’s level in English</li> <li>• Number of study programmes at Master’s level in English</li> <li>• Number of courses in English as part of programmes in Polish</li> <li>• Number of double / joint degree programmes</li> </ul>
	Shaping the linguistic and cultural competences of the WUEB students and course participants	<ul style="list-style-type: none"> <li>• Number of students, doctoral students and course participants who obtained foreign language proficiency certificates through the School of Foreign Languages</li> <li>• Number of students benefiting from additional foreign language classes offered by foreign teachers</li> <li>• Number of foreign students using Polish language courses</li> <li>• Number of students using licenses for tests and language courses offered as part of ERASMUS+</li> <li>• Number of students and participants of cultural training courses</li> <li>• Number of cultural training courses for students and course participants</li> </ul>

WUEB strategic priorities for 2021–2030		
Name of the strategic priority	International development goals as part of a strategic priority	Indicators of achievement of international development goals
Recognized practice-inspired research	Growing number of international awards for the WUEB-affiliated publications	<ul style="list-style-type: none"> <li>• Number of international scientific achievements of the WUEB academic teachers</li> </ul>
	Growing number of publications in international scientific journals	<ul style="list-style-type: none"> <li>• Number of the WUEB academic teachers who published texts in international scientific journals</li> <li>• Number of journals indexed in the AJG/JCR databases in which the WUEB academic teachers published their texts</li> <li>• Number of publications of the WUEB academic teachers in international scientific journals</li> <li>• Number of the WUEB academic teachers who have published English texts in the University's periodicals</li> <li>• Number of the WUEB periodicals publishing English texts</li> <li>• Number of foreign reviewers in the WUEB journals</li> <li>• Number of foreign authors publishing in the WUEB journals</li> </ul>

Selected indicators will also be presented as percentage values.



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