



Wrocław
**UNIVERSITY
OF ECONOMICS
AND BUSINESS**

INTERNATIONAL DEVELOPMENT PLAN

Wrocław University of Economics and Business

2025



Ladies and Gentlemen,

the unprecedented, rapid advancement of artificial intelligence, progressing climate change, and global geopolitical turbulence place the Wrocław University of Economics and Business in the face of new challenges.

The Strategy 2030 is the key document defining the strategic directions for the development of our University. It has made all stakeholders aware that our everyday work must be guided by fundamental values such as truth, community, freedom, responsibility, modernity, excellence and entrepreneurship. Nurturing and upholding these values will foster the development of members of our University Community as well as representatives of business and the broader socio-economic environment. We are aware that the University must redefine its role in order to respond effectively to strategic development challenges, including the sustainable development of the University's activities, the transformation of education in the age of artificial intelligence and lifelong learning, and the strengthening of international presence and cooperation.

The International Development Plan of the Wrocław University of Economics and Business, adopted by Rector's Ordinance No. 207/2025, is rooted in the values and strategic directions of the Strategy 2030. Through its implementation, we aim to increase the presence of international students and doctoral candidates, further internationalise the academic environment through active participation of staff in international teaching and research exchange, enhance the involvement of foreign researchers in research activities conducted at the University, and build a strong and credible academic brand internationally.

I am confident that achieving the internationalisation objectives outlined in the Plan will significantly contribute to the University's development in the areas of research, education, staff mobility, institutional reputation and the integration of the University Community.

I warmly invite everyone to collaborate and join in the shared implementation of our University's internationalisation process!

*Professor dr hab. Bogusława Drelich-Skulska
Vice-Rector for International Cooperation*



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Vision and mission of Wrocław University of Economics and Business



VISION

The University's Vision has been formulated as follows:

„We inspire development“



MISSION

Our University's Mission, which corresponds with this vision, is as follows:

„We create a community responsible for the future of the economy, society and business by fostering an environment conducive to the development of knowledge and competences“





Our vision and mission define what kind of university we want to be:

- The University that supports academic excellence and develops knowledge based on truth by conducting research in an international academic environment that responds to the real needs of the economy, business and society.
- The University that offers high-quality education as well as flexible and personalised educational paths that support the development of each person's unique potential and respond to individual aspirations in the context of dynamic changes in the labour market and technology.
- The University that actively cooperates with business and economic and social entities, aiming to build valuable relationships and jointly create a positive impact for the Lower Silesia region and all of Poland.
- The University building a cohesive, engaged and ever-evolving University Community to create a strong identity and strengthen the University's position in the socio-economic system.
- The responsible and modern University that consistently implements innovative digital solutions to improve management and communication, and at the same time develops an organisational culture based on dialogue, supporting the development and well-being of employees, the efficiency of processes and the long-term stability of the institution.
- The University that develops in a sustainable manner with future generations in mind.



2.



Strategic Perspective on the Internationalisation of UEW

Wroclaw University of Economics and Business aims to strengthen its position as an inspiring higher education institution of international significance, co-creating knowledge, innovation, good practices and solutions that positively impact society and the economy. Internationalisation is a key component of UEW's development, encompassing all areas of its activity – scientific research, education, cooperation with the external environment, institutional development and social impact.

The University intends to systematically expand cooperation with international partners, broaden its educational offer in foreign languages, support the mobility of students, doctoral candidates and staff, and create conditions conducive to the exchange of knowledge and experience within an international environment. Particular emphasis will be placed on building partnerships and obtaining international accreditations, which enhance the University's visibility and strengthen its influence on economic, social and academic stakeholders.

UEW is committed to consistently developing an organisational culture based on openness, collaboration and continuous quality improvement. Integrating the international perspective into research, teaching and University management will contribute to creating the value of lasting significance – both for the academic community and for society at large. The University strives to be recognised, through its engagement, innovation and high educational standards, as a credible, active and responsible partner that inspires action within the global academic environment.

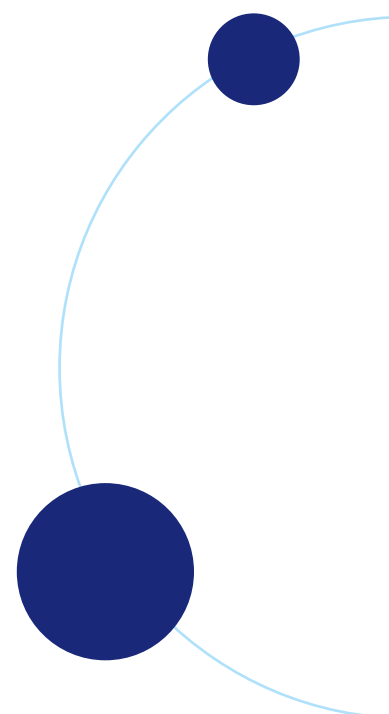


3.



Vision and Strategic Objectives in the Context of Internationalisation, Defined within UEW's Strategic Directions, and the Performance Indicators (PI)

The UEW International Development Plan has been aligned with the strategic directions defined in the Strategy 2030, adopted by the UEW Senate in October 2025. For each strategic direction, a vision for internationalisation has been presented, internationalisation objectives have been selected and indicators for their implementation (PIs) have been defined.



1

Strategic direction 1:

Conducting research for social development and an economy based on knowledge and innovation



1

Vision for Internationalisation

UEW develops international research partnerships by participating in scientific and implementation projects funded by European and non-European sources (e.g. Horizon Europe, Erasmus+, OECD). The University is becoming a recognised centre for research on the global economy, where teams of Polish and international scholars jointly create solutions of international significance.

2

Strategic Objective

Strengthening the international dimension of UEW's scientific activity through the development of research cooperation, increasing the presence of scholars in the global academic environment, and disseminating research results in the English language.



3

Performance Indicators (PI) in Relation to the KPIs of the Strategy 2030

KPI Percentage of employees in research and research-teaching positions with publications in Q1-Q2 or AJG journals ≥ 2 .

PI 1 Number of newly recruited international staff employed under an employment contract or appointed to academic positions as interns/trainees in a given academic year. *(This reflects UEW's attractiveness as a workplace on an international scale and the cultural diversity of the University environment.)*

KPI Number of doctoral students and employees under 35 years of age in research and research-teaching positions with publications in Q1 and Q2 journals or AJG ≥ 2 (as first author).

PI 2 Number of doctoral candidates and early-career researchers (up to seven years after obtaining their PhD) participating in short-term internships, summer schools or research workshops abroad. *(This indicates the practical dimension of internationalising the younger generation of researchers and the development of their global competences.)*

PI 3 Number of UEW students and doctoral candidates participating in international exchanges or short-term educational programmes abroad. *(This measures the practical dimension of internationalisation – mobility and the development of students' international experience.)*

KPI Number of research projects that have received funding in national and international competitions.

PI 4 Number of international institutional partners with whom UEW conducts active research or educational collaboration. *(This enables monitoring the development and maintenance of long-term relationships with international partners.)*



2

Strategic direction 2:

Personalised and flexible education based on the potential of participants



1

Vision for Internationalisation

UEW offers study programmes in English, including specialisations or modules that develop digital and intercultural competences through personalised learning pathways. The teaching process supports mobility and cultural diversity, enabling students and academic staff to exchange experiences within a multinational environment.

2

Strategic Objective

Enhancing the internationalisation of teaching processes at UEW through the development of educational offerings in English, supporting the mobility of students and academic staff, and creating a learning environment based on diversity and intercultural competences.



3

Performance Indicators (PI) in Relation to the KPIs of the Strategy 2030

KPI Indicator reflecting the extent to which first and second cycle graduates recommend UEW as an educational institution.

PI 5 Number of degree programmes delivered in English. *(An indicator of the development of an internationalised educational offer.)*

PI 6 Number of UEW students participating in international mobility (within the Erasmus+ Programme, bilateral agreements, etc.). *(This reflects UEW's educational attractiveness for its own students.)*

PI 7 Number of international students participating in first- and second-cycle degree programmes as well as exchange programmes (Erasmus+, bilateral agreements). *(This reflects UEW's educational attractiveness for students from other countries.)*



3

Strategic direction 3:

Building valuable relationships with business and entities from the economic and social environment



1

Vision for Internationalisation

UEW is becoming a partner for international enterprises, institutions and organisations, co-creating research, consulting and educational projects with a global reach. The University is developing cooperation networks with international partners and alumni, supporting knowledge transfer, academic entrepreneurship and the exchange of good practices across countries.

2

Strategic Objective

Developing international partnerships with businesses, institutions and social organisations in order to jointly create research, educational and consulting projects that strengthen UEW's position within the global economic and academic environment.



3

Performance Indicators (PI) in Relation to the KPIs of the Strategy 2030

KPI Number of entities cooperating with the University for at least three years, with which at least three joint activities were carried out each year.

PI 8 Number of international institutions and enterprises collaborating with UEW in educational–business projects or initiatives. *(This reflects the scale and durability of internationalised cooperation with the economic sector.)*

PI 9 Number of events (seminars, workshops, conferences) organised jointly with international business or institutional partners. *(This measures the intensity of contact and knowledge exchange between the UEW academic community and international business.)*

PI 10 Number of international companies and organisations participating in UEW's teaching process (e.g. through guest lectures, mentoring or case studies). *(This indicates the integration of an international perspective into student education and the development of their professional competences.)*

KPI Number of graduates actively cooperating with the University.

PI 11 Number of international alumni actively engaged in UEW Alumni Network activities (mentoring, projects, brand promotion). *(This measures the international reach and impact of the UEW alumni community.)*

KPI Media presence indicator of the UEW brand.

PI 12 Number of international scientific events organised or co-organised by UEW. *(This indicator reflects the University's engagement in creating platforms for scientific exchange and in building cooperation networks.)*

PI 13 Number of international rankings, listings or publications in which the UEW brand has been mentioned or distinguished. *(This measures the recognition and growing visibility of the UEW brand in the international environment.)*



4

Strategic direction 4:

Building an organisational culture that ensures decent and satisfying working conditions and development opportunities for University staff



1

Vision for Internationalisation

UEW supports the development of intercultural and language competences among academic and administrative staff, as well as their participation in international networks and academic bodies. The University fosters an inclusive and open working environment that attracts international experts, researchers and lecturers who value collaboration within a diverse team.

2

Strategic Objective

Creating an open, diverse and international working environment that supports staff development, international mobility and cooperation with foreign experts and institutions.



3

Performance Indicators (PI) in Relation to the KPIs of the Strategy 2030

KPI Indicator reflecting the extent to which employees recommend the University as a place of work.

PI 14 Number of training sessions and/or workshops developing the language competences of UEW staff. (This reflects the University's investment in strengthening the global competences of its employees and supporting communication in an international environment.)

PI 15 Number of training sessions and/or workshops developing the intercultural competences of UEW staff. (This reflects the University's efforts to enhance global competences among staff and support communication within an international environment.)

PI 16 Number of internal initiatives promoting diversity and international cooperation (e.g. "International Week UEW", competitions, campaigns, cultural days). (This measures the University's level of engagement in building an open and welcoming academic community.)



5

Strategic direction 5:

Strengthening the University's position on the international stage



1

Vision for Internationalisation

UEW is building a coherent academic brand with an international reach, becoming a recognised centre of science, education and innovation in the region. The University actively participates in international academic networks and educational institutions, striving to enhance its global visibility and to obtain prestigious international accreditations at both the institutional and programme level, for degree programmes delivered in English (AACSB, AMBA, EFMD, CEEMAN, EUA, etc.).

2

Strategic Objective

Strengthening the position of UEW as a recognised and credible partner within the international environment of science, education and innovation through the development of cooperation, promotion of the academic brand and active participation in global networks and initiatives.



3

Performance Indicators (PI) in Relation to the KPIs of the Strategy 2030

KPI Number of foreign students and doctoral students (full-time and exchange students).

PI 17 Number of new international cooperation agreements concluded with foreign universities or institutions in a given year. *(This reflects the development of UEW's network of contacts and strategic international relationships.)*

PI 18 Number of international accreditations, memberships or quality certificates obtained by UEW (e.g. AACSB, CEEMAN, EUA, EFMD). *(This indicator confirms prestige, quality and compliance with global standards of higher education.)*

KPI Percentage of academic teachers participating in international mobility programmes (e.g. Erasmus+, Fulbright, etc.)

PI 19 Number of academic staff participating in international business trips, conferences, training sessions or study visits (excluding scientific conferences). *(The indicator of staff mobility and international activity, reflecting the exchange of experience and relationship building.)*

PI 20 Number of academic staff delivering courses in English. *(This reflects the degree of internationalisation of the teaching staff and their preparedness to work in an intercultural environment.)*

KPI Number of publications in Q1-Q2 or AJG journals ≥ 2 University staff members with foreign co-authors.

PI 21 Number of international events organised by UEW (conferences, congresses, seminars, webinars, study visits, summer schools, staff weeks). *(This demonstrates the University's engagement in creating spaces for dialogue and cooperation at the global level.)*

PI 22 Number of academic publications in English co-authored with international researchers, published in the journals listed by the Ministry of Science and Higher Education or by foreign academic publishers. *(This indicator measures the growing visibility of UEW's research in the international academic environment.)*

PI 23 Number of academic staff participating in international scientific conferences (as speakers or panellists). *(This reflects research activity and the presence of UEW scholars within the global scientific community.)*



6

Strategic direction 6:

Digitising and automating the University's operations



1

Vision for Internationalisation

UEW is implementing digital solutions that support international cooperation, including virtual mobility, e-research projects and global teaching platforms. Integrated administrative systems available in English provide comprehensive support for international students, doctoral candidates and staff, enhancing the accessibility and effectiveness of activities.

2

Strategic Objective

Enhancing the accessibility and effectiveness of international cooperation through the implementation of digital solutions that support communication and the services provided to students, staff and international partners.



3

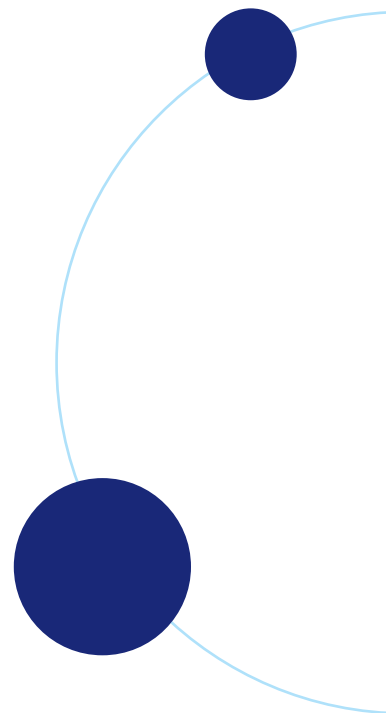
Performance Indicators (PI) in Relation to the KPIs of the Strategy 2030

KPI Digitisation rate of the University's key internal processes.

PI 24 Percentage of key administrative systems and services available in English. *(This measures the level of digital accessibility for international users and the effectiveness of online international support services.)*

KPI Digitisation rate of the University's services (external processes).

PI 25 Number of service forms for international students and staff (e.g. admissions, applications, support requests) transferred to an electronic format. *(This indicates progress in automating and digitally streamlining services for international students and employees.)*



7

Strategic direction 7:

Implementing solutions with a positive impact on the natural environment and society



1

Vision for Internationalisation

UEW is actively engaged in international sustainable development initiatives (Sustainable Development Goals – SDGs, PRME, etc.), building its reputation as a globally responsible university. Through cooperation with partners from various countries, UEW co-creates and implements socially and environmentally oriented solutions that promote ethics, equality and solidarity in an international context.

2

Strategic Objective

Strengthening UEW's global engagement in sustainable development through participation in international initiatives, socially oriented and environmental projects, and cooperation with foreign partners in implementing the SDGs.



3

Performance Indicators (PI) in Relation to the KPIs of the Strategy 2030

KPI Number of activities carried out by the University for the benefit of local communities.

PI 26 Number of international initiatives and projects in the field of sustainable development in which UEW participates (e.g. SDGs, PRME). *(This measures the University's actual engagement in globally oriented activities.)*

PI 27 Number of events, conferences or seminars on Environmental, Social and Corporate Governance (ESG), SDGs or global ethics organised or co-organised with international partners. *(This reflects UEW's involvement in the global dialogue on social responsibility.)*

PI 28 Number of academic publications by UEW researchers addressing sustainable development issues and disseminated in English. *(This shows how the University promotes knowledge on sustainable development at the international level.)*

PI 29 Number of courses delivered in English on social, ethical or environmental topics (e.g. Sustainable Development, Business Ethics, Global Responsibility). *(This measures the extent to which sustainable development is embedded in UEW's international educational offer.)*

PI 30 Number of theses written in English on social, ethical or environmental topics (e.g. Sustainable Development, Business Ethics, Global Responsibility). *(This measures the degree to which sustainable development topics are present in the awareness of UEW students.)*





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