



Wrocław
**UNIVERSITY
OF ECONOMICS
AND BUSINESS**

UNIWERSYTET EKONOMICZNY WE WROCŁAWIU

Strategy 2030

Wrocław University of Economics
and Business

We inspire development

Wrocław 2025

Ladies and Gentlemen,

It is with great pleasure and satisfaction that I can share with you this document presenting the updated strategy of Wrocław University of Economics and Business for the forthcoming years. The WUEB strategy, with its horizon reaching up to 2030, plays the role of a roadmap marking the direction of the University's development in the dynamically changing world, sets its priorities, and inspires our constant improvement. At the same time it demonstrates our identity as an academic community, as well as our aspirations as a responsible, modern and open organisation. This strategy is the outcome of a broadly understood cooperation of the entire WUEB community, actively engaged in the process of updating this key document, for which I would like to thank everybody involved.

Our vision and mission clearly indicate that academic, didactic, organisational and societal development constitute the central component of the University's identity and ambitions. Such values as Truth, Community, Freedom, Responsibility, Modernity, and Entrepreneurship are fundamental in the functioning of WUEB, and direct our conduct, strengthening the cohesion of our community and setting standards which we want to maintain consistently.

I believe that acting together, we shall inspire present and future generations of our students, staff and partners to develop competences, ideas and initiatives which will shape the future of the economy and society.

With kindest regards

Professor Dr hab. Czesław Zajęc

Rector of Wrocław University of Economics and Business

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About the strategy

Development enables societies, organisations and entrepreneurs to adapt to the demands of their environment, engage in continuous learning and strengthen their competences. In the face of dynamic changes in technological, economic, geopolitical, environmental and social factors, and especially in the context of growing uncertainty and the rapid spread of artificial intelligence, development is no longer a choice – it is a necessity.

In this context, our key challenge is to inspire development – both among members of our University Community and representatives of the economic, social and business environment.

To create the right conditions for development, it is necessary to recognise individual needs, potential and talents. That is why we invest in the customisation of development processes, supporting diverse paths of education and self-fulfilment for members of our Community.

We are the University that creates an environment conducive to academic excellence and scientific research that responds to the real challenges of the modern world.

We develop personalised educational paths that support the development of each individual's potential in the context of dynamic changes in the labour market and the knowledge society.

Our strength lies in our committed, open and collaborative University Community.

We forge valuable relationships with economic, social and business partners, with the aim of co-creating mutually beneficial solutions.

The University we create is a place in which development is given priority.

Strategic challenges

In view of increasingly fast social, technological, environmental, economic and geopolitical changes, our University is confronted with the need to redefine its role. An increasingly unstable environment requires academic institutions to be more flexible, responsible and innovative.

The development challenges up to 2030, presented below, provide a framework for the University's future strategic actions:

1. Creating the University as an environment for development

In the face of growing competition for staff, doctoral students and students, the University should be an attractive place to work and study. It should also create an environment that offers considerable freedom of action and space for development. This requires fostering an academic ethos and commitment to building a community and a culture of cooperation. The measures taken should prevent occupational burnout and at the same time facilitate personal development. It is also necessary to create a lifelong learning environment in response to the need for new qualifications resulting from changing economic circumstances.

2. Building a sustainable position for the University in view of the growing capabilities of artificial intelligence

The development of artificial intelligence presents an opportunity, but also a significant challenge for universities, the economy, business and society. In the context of dynamic technological changes, it is necessary for the University to adapt its mission, educational offer, research facilities and organisational models to the new reality. The University should also support young, innovative business ventures, contribute to the creation and transfer of knowledge, and develop its own solutions in artificial intelligence.

3. Sustainable development as the foundation of the University's activities

The University should carry out its mission in a manner that is responsible towards the natural environment and society, integrating the principles of sustainable development into its research, teaching and management activities. It should set an example of rational resource management and minimum negative impact on the environment. Its role is to shape responsible attitudes, promote the effective and rational use of natural resources, and raise awareness of the negative impact of human activity on the environment, while at the same time providing knowledge and tools to limit this impact. The University should actively promote models and patterns of behaviour that foster sustainable development, as well as respond to the needs and challenges of local communities in to strengthen its positive social impact.

4. Strengthening the credibility and openness of science in response to the challenges of disinformation

In the face of growing disinformation and relatively low levels of trust in public institutions, the University should actively build its credibility by conducting high-quality independent research in a transparent manner, openly communicating the results of this research, and developing competences in area of knowledge dissemination. It is crucial to reiterate and emphasise the obvious contribution of science to the current and future development of the economy, business and society.

5. Transformation of education in the era of artificial intelligence and lifelong learning

Growing technological volatility and socio-economic expectations require a re-definition of the education model. It is necessary to raise awareness of the key role of independent and critical thinking, as well as the sensible and conscious use of artificial intelligence tools in everyday life. We face the challenge of further implementing personalised and flexible forms of teaching, as well as re-defining the role of the academic teacher as a mentor and tutor in the process of lifelong learning.

6. Strengthening the role of the University in shaping modern and responsible knowledge and innovation systems

Dynamic socio-economic changes demand that the role of the University as an active participant in the processes of creating knowledge and innovation systems be strengthened. The University should develop valuable relationships with partners from the surrounding area and support academic entrepreneurship, technology transfer and the co-creation of solutions that respond to real economic, social and business needs.

7. Strengthening international presence and cooperation

In response to growing competition in the global scientific and educational environment, dynamic demographic changes and the digital transformation of education, the University should build a strong, recognisable academic brand outside the country, increase the mobility of students and staff, develop its offer of study programmes in foreign languages, and deepen international cooperation in the field of research and innovation.

8. Cyber security and digital sovereignty

The growing importance of digital platforms and artificial intelligence and the occurrence of cyber threats require a strategic approach to managing the University's digital resources, data protection and the use of secure technological solutions.

Our values

As an academic community, we share and embody the following values:

1. Truth

We consider it our fundamental duty to discover and proclaim the truth and to educate present and future generations in its spirit.

2. Community

We treat the University as a community to which we are loyal. In our mutual relations we treat each other with respect, tolerance, kindness and attentiveness. We value cooperation, collaboration and knowledge sharing based on open and transparent communication.

3. Freedom

For us freedom means the freedom to express our thoughts and choose the research problems we tackle. We believe that the freedom to choose one's own path is essential in the pursuit of truth, development and progress. We regard respect for the freedom of others and for the truth as the limits of our own freedom.

4. Responsibility

We understand responsibility as a moral and legal obligation to be accountable for our actions and omissions and their consequences, as well as for other members of the University Community and the impact we have on the well-being and image of the entire University.

5. Modernity

For us modernity is an attitude that recognises the complexity of the contemporary world, democratisation and the imperative of development. We strive for innovation by utilising scientific, technological and social progress.

6. Excellence

We recognise that excellence is not a state, but an attitude and a way in which we constantly strive to meet or exceed our stakeholders' expectations.

7. Entrepreneurship

We treat entrepreneurship as the continuous identification and exploitation of development opportunities. We endeavour to be active creators of reality by providing an environment conducive to taking on new challenges and ventures.

Our vision

We inspire development

Our mission

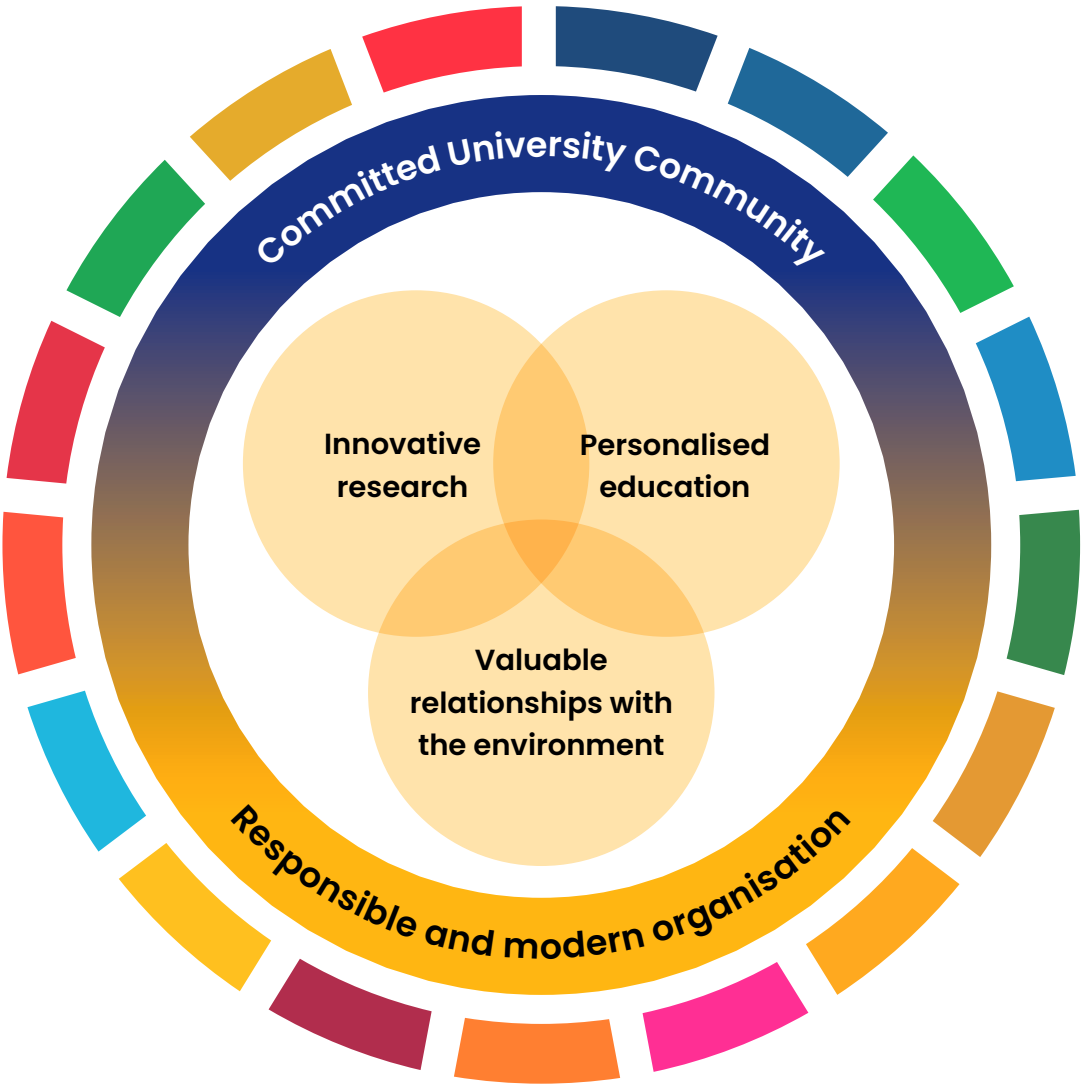
We create a community responsible for the future of the economy, society and business by fostering an environment conducive to the development of knowledge and competences

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.

Foundations of the strategy

The foundations of our strategy, which define what kind of university we want to be, are summarised in the diagram below.



Strategic directions

1. Conducting research for social development and an economy based on knowledge and innovation.
2. Personalised and flexible education based on the potential of participants.
3. Building valuable relationships with business and entities from the economic and social environment.
4. Building an organisational culture that ensures decent and satisfying working conditions and development opportunities for University staff.
5. Strengthening the University's position on the international stage.
6. Digitising and automating the University's operations.
7. Implementing solutions with a positive impact on the society and natural environment.

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

How do we understand this?

The Wrocław University of Economics and Business is a place where scientific research is conducted, forming the basis for the socio-economic development of the region and the country. We strengthen the research potential of the WUEB by intensifying international scientific cooperation, educating doctoral students and employing young researchers. We support the development of an academic culture by creating a friendly environment for scientific research. In our research we use, for example, solutions based on artificial intelligence.

How do we understand this?

- develop research areas that address current economic, business and social challenges,
- engage young researchers in socially and economically relevant research,
- increase the number of research and development projects carried out,
- build recognition of our research offer and its real impact on the economy, business and society.

KPI

1. Percentage of employees in research and research-teaching positions with publications in Q1-Q2 or AJG journals ≥ 2 .
2. 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).
3. Number of research projects that have received funding in national and international competitions.
4. Number of documented implementations of research results in socio-economic practice.

Personalised and flexible education based on the potential of participants

How do we understand this?

The Wrocław University of Economics and Business offers a wide range of opportunities for individualisation of the education process based on personalisation and flexibility in the acquisition of hard and soft skills. This is possible thanks to access to various forms of education and a flexible class schedule, making it possible to combine learning with other activities.

We strive to:

- ensure high-quality education,
- recruit candidates with outstanding educational results who are looking for opportunities to use their talents in the educational process,
- promote the individualisation of the educational process by combining elements of standard study programmes with flexible educational paths,
- be a leader in providing marketable, diverse forms of education that fit in with the idea of lifelong learning.

KPI

1. Indicator reflecting the extent to which first and second cycle graduates recommend the WUEB as an educational institution.
2. Percentage of admitted candidates who during their secondary school final examinations achieved top quintile results in the subjects included in the University's admission process.
3. Value of revenue from lifelong learning.
4. Value of revenue from part-time studies.

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

How do we understand this?

The Wrocław University of Economics and Business actively collaborates with businesses and entities from the economic and social environment to create valuable relationships, networks and partnerships based on trust and mutual benefits.

We respond to market needs and help to shape them, and act responsibly to influence the development of society and the economy of the region and the country.

We strive to:

- establish and maintain valuable relationships with our environment,
- provide support to entities in the socio-economic environment through the University's experts,
- build lasting relationships with graduates to enable them to actively participate in the life of the University,
- increase the participation of representatives of the socio-economic and business environment in the process of education and the development of entrepreneurship and community-minded attitudes among students,
- increase the recognition of the WUEB brand in the community,
- stimulate the University community and its environment to create a positive social impact through dialogue and open communication,
- obtain institutional and programme Accreditations from recognised national and international institutions and organisations.

KPI

1. Number of entities cooperating with the University for at least three years, with which at least three joint activities were carried out each year.
2. Value of the University's revenue generated from cooperation with entities from the socio-economic environment.
3. Number of graduates actively cooperating with the University.
4. Media presence indicator of the WUEB brand.

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

How do we understand this?

The Wrocław University of Economics and Business is an institution that we identify with and are proud of.

Special attention is paid to the staff of our University. Their commitment and daily work are the foundation of the University's functioning, which is why we take steps to make the University an attractive place of work and development.

We strive to:

- increase job satisfaction at the University,
- shape responsible and sustainable attitudes aiming at cooperation and integration of the University community,
- listen to the needs of employees and respond to them effectively.

KPI

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

Strengthening the University's position on the international stage

How do we understand this?

The Wrocław University of Economics and Business is an internationally recognised research and education unit. Thanks to the development of our programme offer in foreign languages and the intensification of international mobility among employees, doctoral students and students, we build the lasting presence of the University in international networks of research, education and knowledge transfer.

We strive to:

- increase the presence of foreign students and doctoral students as an expression of the growing attractiveness of our educational offer and position in the international academic environment,
- internationalise the academic environment through the active participation of staff in international teaching and research exchanges,
- increase the participation of foreign employees in research work conducted at the University,
- build a strong, credible academic brand on the international arena.

KPI

1. Number of foreign students and doctoral students (full-time and exchange students).
2. Percentage of academic teachers participating in international mobility programmes (e.g. Erasmus+, Fulbright, etc.).
3. Number of publications in Q1-Q2 or AJG journals \geq 2 University staff members with foreign co-authors.

Digitising and automating the University's operations

How do we understand this?

Thanks to digitisation and automation the Wrocław University of Economics and Business streamlines its processes to the benefit of its stakeholders. Through systematic investment in digital transformation, the University improves its competitiveness in the education market and conducts innovative research. Responding to the needs of our stakeholders.

We strive to:

- responsibly use artificial intelligence tools in conducting research, teaching and organisational activities,
- increase operational efficiency by automating administrative tasks,
- facilitate access to the University's services, allowing students, doctoral students, employees and candidates to carry out their work electronically.

KPI

1. Digitisation rate of the University's key internal processes.
2. Digitisation rate of the University's services (external processes).

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

How do we understand this?

The Wrocław University of Economics and Business is a responsible and sustainable institution that consistently implements good management practices to improve its functioning, minimises its negative impact on the natural environment, and carries out activities that contribute to a positive social impact.

Through research, education and cooperation, members of the University Community engage their environment in positive change and, by doing so, build a culture of sustainable development.

We strive to:

- use technical and organisational solutions that have a positive impact on society and the natural environment,
- develop a culture of sustainable development within the University Community.

KPI

1. University's decarbonisation index (reduction in the University's carbon footprint as measured by tCO₂e scope 1 + scope 2 emissions per 1 m² of usable floor space [tCO₂e/1000 m²]).
2. Number of activities carried out by the University for the benefit of local communities.

Implementation of the strategy

University strategic programme management system

Strategic programmes shall make it possible to translate the strategy into a set of coherent operational activities and projects, and help organise and coordinate initiatives in various areas, supporting the implementation of the University's strategic directions in a coherent and controlled manner.

Performance measurement – key performance indicators (KPIs)

A cascade system of KPIs shall enable us to measure, monitor and assess whether we move in directions considered strategic for the University, while showing the contribution of individual units to their achievement.

Annual and mid-year strategic review of the University

Strategic reviews shall provide an opportunity to verify and update the key strategic assumptions. They will serve as a tool for a systematic, semi-annual assessment of the effects of strategy implementation.

Budgeting and controlling system

The University's budgeting and controlling system shall make it possible to control financial flows in a conscious and flexible manner so that resources are allocated in accordance with the University's development priorities.

Information systems

The development and integration of IT systems at the University and the implementation of artificial intelligence shall ensure the effective management of processes and projects and the establishment of valuable relationships with the environment.

Communication with the University Community

The effective implementation of the strategy requires the conscious involvement of the entire University Community, systematic, multi-level communication with the University Community is a key tool for achieving this goal.



We inspire development

