



Strategy **2030**



Wroclaw University
of Economics and Business



Dear All,

This document outlines the framework of the Wrocław University of Economics and Business strategy.

We present here the strategic circumstances that explain our understanding of the future functioning of the University, its vision and mission, strategic priorities, and the iterative mechanism of implementing the strategy.

It has been created on the basis of the work conducted by the Rector's Strategic Forum 3.0, established in autumn 2019. Dozens of people representing the community of our University have analyzed key challenges and helped define our common priorities

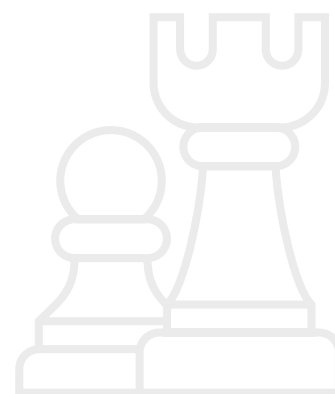
Andrzej Kaleta

Rector

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About the strategy



About our strategy

In the process of creating a strategy it is extremely important to answer the question: what the strategy is today and, hence, what form it should take.

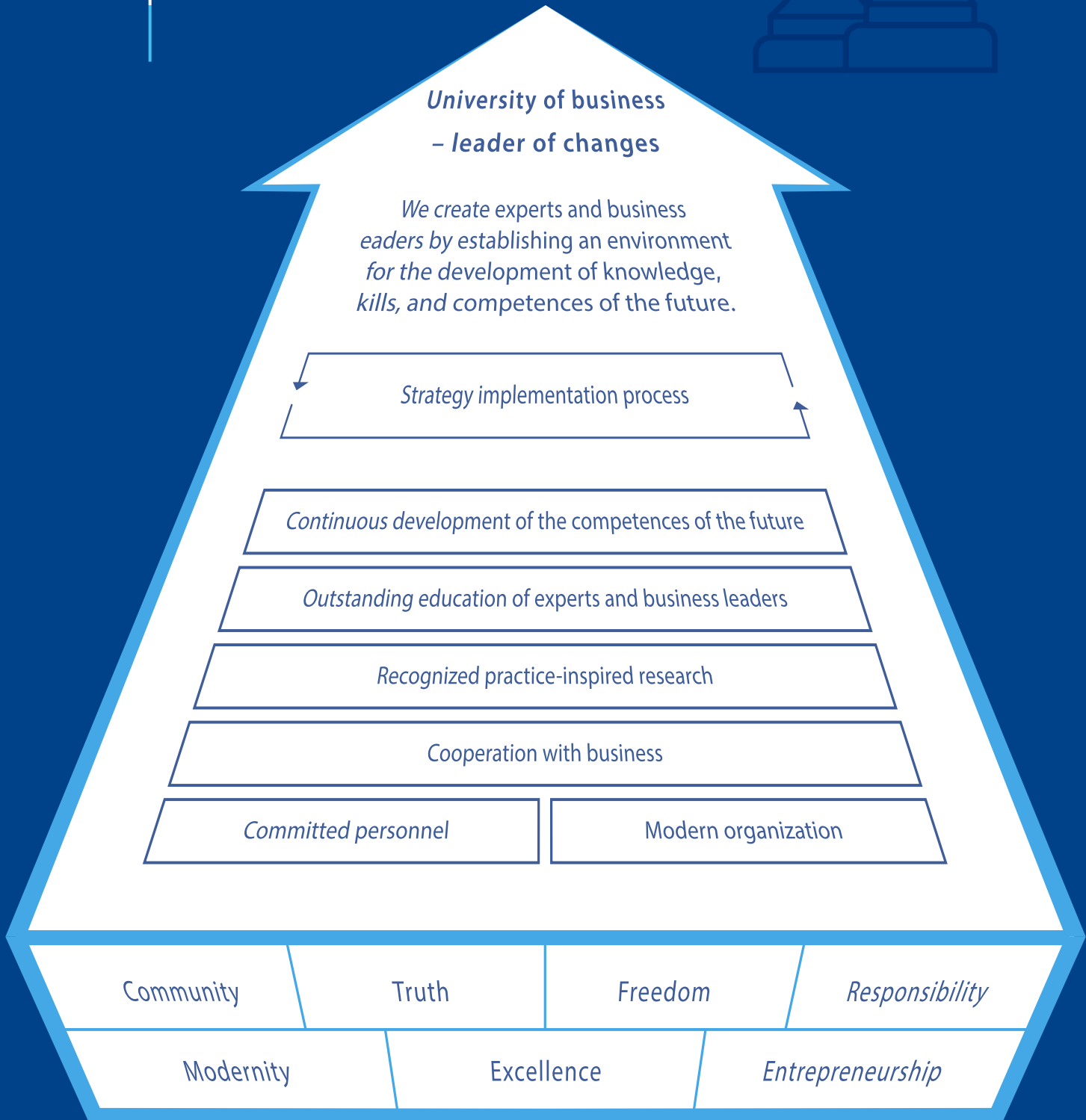
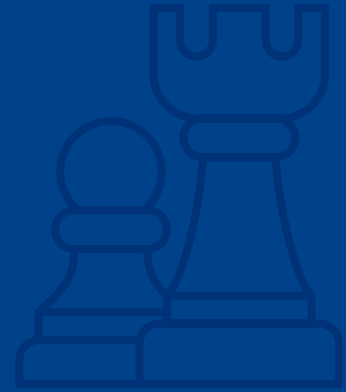
For some time already, for organizations operating in the dynamically changing environment, the strategy has ceased to be a long-term plan and, therefore, at the level of the strategic document itself, we are dealing less and less often with the presentation of a detailed plan and determination of indicators for achieving goals.

Making use of the solutions employed in management practice, we have developed a synthetic strategy formula and an iterative mechanism for its implementation.

The presented strategy forms the framework for key initiatives and projects which will contain detailed goals, measures, and budgets assigned to them. Every six months, we will verify the activities carried out at the University. This will be done by strategic reviews involving the authorities and a wide representation of our University community.

In connection with such a formula of the strategy, in this document we present our vision of the University, its mission, shared values, strategic priorities, and the mechanism of their implementation.

Model of the strategy



Our aspirations



Strategic intentions of the University are expressed through our aspirations about what kind of university we want to become.

Future Competence University

Business University

Recognized research University

Efficient & future-ready University

Sustainable future University



University of business – leader of changes

- University that stands out in the region, carrying out original research significant for international science
- University that develops the competences of the future in a modern way
- University that is a valued business partner as the source of talents, competences, 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



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

- 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 creating science and fostering new personnel
- We develop in harmony with the environment creating a better world

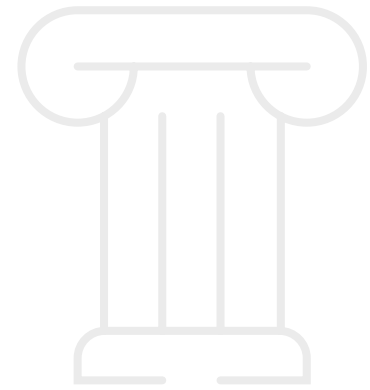
Values



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

- **Community**
- **Truth**
- **Freedom**
- **Responsibility**
- **Modernity**
- **Excellence**
- **Entrepreneurship**

Values



Community

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

Truth

We treat discovering and proclaiming the truth and educating present and future generations in its spirit as our primary duty.

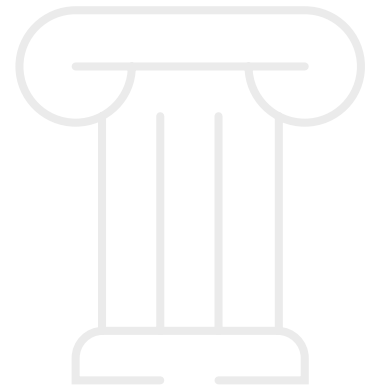
Freedom

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

Responsibility

We understand responsibility as a moral and legal obligation to be responsible for our actions and omissions and their consequences, as well as for other members of the academic community and for the impact we have on the good and image of the entire University.

Values



Modernity

For us, modernity is an attitude that recognizes the complexity of the modern world, democratization and the imperative of development. We strive for high innovation, taking advantage of scientific, technological, and social progress.

Excellence

We recognize that excellence is not a condition, but an attitude and the way we continuously operate to meet or exceed the expectations of all our stakeholders.

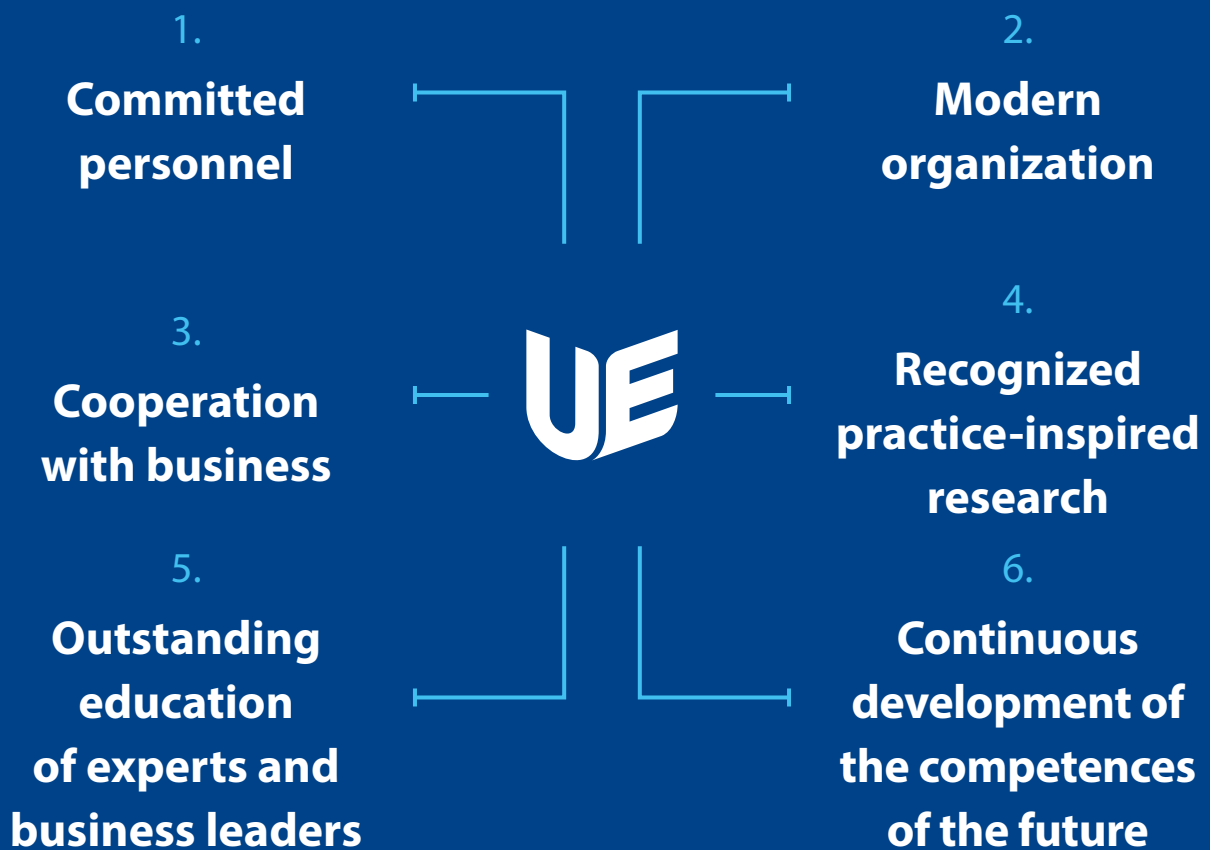
Entrepreneurship

We understand entrepreneurship as the constant identification and use of development opportunities. We strive to be an active creator of reality, forming an environment conducive to taking up new challenges and projects.

Strategic priorities



Identified challenges, aspirations, as well as our vision and mission lead to the identification of strategic priorities:





Committed personnel

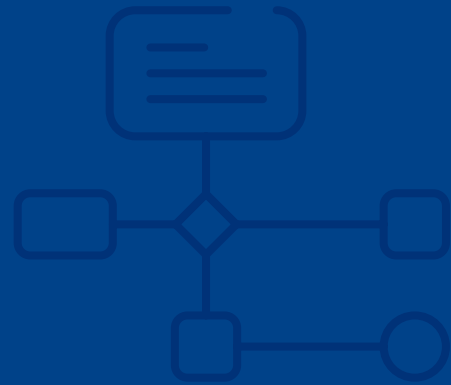
How we understand it:

The role of the University is to provide attractive conditions for the development and self-fulfillment of employees in the key areas: science, didactics, expertize, and organization.

The University provides the opportunity to individualize career development paths in the selected, or in each of the above, areas.

The University appreciates the outstanding achievements of employees in any of the above-mentioned areas, in line with the individual development path.

Strategic priorities



Modern organization

How we understand it:

A business university and its key processes must correspond to the realities of the modern digital world.

The space of the University should reflect the realities of modern forms of work, combining the agora, coworking spaces and remote work.

The University will guarantee fully digital experience in the field of communication, cooperation, education and research activities.

As part of sustainable development, the University will obtain energy from renewable sources and eliminate paper as an information carrier and the use of plastics.



Cooperation with business

How we understand it:

The University will be the center of innovation processes and expert support for enterprises in our region.

The University will develop an innovative startup environment aimed at launching new ventures of students of various universities, supporting their development in terms of capital and organization.

The University will become an effective platform for the transfer of knowledge and competences between science and the economy.



Recognized practice-inspired research

How we understand it:

The University will address the most current and essential research problems of significant economic and social importance.

The long-term scientific and research achievements of the University will be based on intensive and efficient research and development and expert activities.



Outstanding education of experts and business leaders

How we understand it:

The University will implement modern didactics that draws from educational methods combining the individualization of the teaching process and innovative technologies.

The University's didactic model will be based on the phenomenon-based learning approach and interdisciplinary projects.

The University's didactic programs will be created and implemented in cooperation with its key stakeholders.

Strategic priorities



Continuous development of the competences of the future

How we understand it:

The University will become an environment for the continuous development of competences both for its graduates and specialists from other universities.

A special value of the University will be the re-skilling and up-skilling of key competences for the changing economy model.

Graduates will become a special group of stakeholders, actively involved in developing the competences of the future and of the University itself.



The process of implementing the University strategy will be based on the following pillars:

Annual and mid-year strategic review of the University

Strategic organization reviews are used to verify and update the key assumptions of the strategy. They are carried out every six months in the form of extensive workshops, during which the effects of implemented strategic projects are assessed. They formulate conclusions from benchmark analyzes and develop proposals for new strategic projects and also for changes in the University individual appraisals, development plans, budgeting, and controlling systems.

University project management system

The aim of the project management system is to concentrate the initiatives and projects undertaken at the University level on achieving strategic goals. The system will provide project implementation standards and ensure streamlining of project management coordination, monitoring of project implementation indicators, transparent organizational structure that supports cooperation between individual University units, development of teamwork competences, and constant improvement in project management.



University budgeting and controlling system

The University budgeting and controlling system will provide an information database for decision-making, supporting the implementation of Budgeting will make it possible to control funding streams in such a way as to ensure adequate financial resources for the implementation or support of individual strategic tasks. The system provides for implementing an information system for controlling, cost accounting, and accountability and improving the methodology of creating budgets and budget control procedures.

University individual appraisals and development plans system

The employee appraisal system and the process of shaping individual career paths will be closely related to the strategic goals of the University. Criteria for the evaluation of research and teaching and administrative staff will be subordinated to the objectives set out in the priority strategic programs. There will also be a cyclical review of employee appraisal criteria, evaluation results, employee development processes, and their confrontation with the current strategic goals of the University and the results of their implementation.



University Rector's awards program

The system of Rector's awards will highlight the achievements of employees aimed at achieving the strategic goals of the University. It will appreciate and distinguish people whose daily activities lead to the implementation of the set strategic priorities. At the same time, awards will be given to people who are directly involved in the implementation of strategic tasks and projects as their leaders and the most active members of project teams. There will also be awards for people who are particularly involved in the implementation of the strategic management process, strategic analyzes and reviews, as well as projects for strategic controlling.

Identified megatrends



This document does not present the strategic analyzes underlying the proposed strategy. However, in order to present our understanding of the future, we present below the key megatrends that will determine our functioning. These include:

- **Emergence of a new model of sustainable economy**

Criticism of the current one and the emergence of a new model of environmentally and socially responsible economy

- **VUCA world**

Increasing volatility, uncertainty, complexity and ambiguity as a constant determinant of thinking about business, social, and personal reality

Identified megatrends



- **Technological revolution and digital transformation**

New, groundbreaking products and services that eliminate the existing ones and influence the emergence of new business models

- **Changes in the value systems of the young generation**

New style of work, personalization, individualization, the economy of experience, work-life balance

- **Demographic changes**

Aging of the population and extension of the period of professional activity

- **Climate crisis**

Increasing awareness of environmental threats and growing social opposition movements

Strategic challenges



The identification of megatrends and the analysis of strengths and weaknesses have led to the identification of strategic challenges that we will have to face. They have outlined the field of our strategic choices. We included among them:

- **Constant need to adapt to the changes**
- **Progressive globalization of science and education presenting opportunities and threats**
- **Need to define the role of the University in creating a new model of the economy**
- **Need to define the role of the University in the world of VUCA and digital transformation**



- **Waning attractiveness of universities as employment places and a drain of personnel by business**
- **Progressing digitalization forcing infrastructural and process changes**
- **Need to ensure the coherence between the functioning of the University and its socio-economic environment**
- **Increasing social pressure on the credibility of activities in the field of sustainable development**



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