

Akademia WSB

WSB University

**INTERNATIONALIZATION STRATEGY
OF WSB UNIVERSITY FOR 2021 - 2025
WITH THE PERSPECTIVE OF 2030**

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Rector's introduction to strategy of internationalization

It is my distinct pleasure to introduce WSB University strategy for internationalization that corresponds and expands university's Strategy of development. In today's interconnected world, the pursuit of academic excellence and innovation transcends national boundaries. WSB University commitment to internationalization is not only a reflection of a global outlook but also strategic imperative to enhance the quality of education, research and community engagement. This commitment is expressed in our strategy of development as one of a key strategic directions: International University.



Our vision for internationalization is to establish higher education institution internationally recognized that fosters diverse research perspectives in international setting, internationalize teaching bringing the best international good practices, constantly building its international potential and stand for intercultural understanding. By embracing a global mindset, we aim to prepare our students to become leaders and change-makers who can navigate and contribute to an increasingly complex and interconnected world.

Strategic directions for internationalization include internationalization of curriculum that is going to be expressed, among other aspects, in integration of international perspectives into our curricula across all disciplines as well as offering more courses with a global focus, encouraging interdisciplinary approaches to global challenges, and promoting the learning of additional languages.

WSB University will continue to actively seek and cultivate partnerships with leading universities, research institutions, and organizations worldwide. These partnerships will facilitate student and faculty exchanges, joint research projects, and shared academic programs.

As institution with one of the most diverse communities in Poland, WSB University will uninterruptedly increase the presence of international students and scholars on our campus. This diversity enriches the academic and cultural environment, providing all members of our community with broader perspectives and deeper understanding of global issues.

We are committed to expanding mobility opportunities for our students and faculty to study, teach, and conduct research abroad. These experiences are invaluable in developing a global outlook and fostering cross-cultural competencies.

By collaborating with international partners, we aim to address global challenges through groundbreaking research and innovation. Our focus will be on interdisciplinary research that transcends borders and contributes to the global body of knowledge.

Commitment to build institutional capacities we will establish dedicated offices and support systems to facilitate international collaborations and exchanges. This includes streamlined administrative processes, funding opportunities, and comprehensive support for international students and faculty.

The strategy of internationalization is integral to our mission of providing a world-class education and producing research that makes a global impact. I invite all members of our university community to embrace this strategy with enthusiasm and commitment. Together, we can build a vibrant, inclusive, and globally engaged academic community.

International journey of WSB University

WSB University has embarked on a comprehensive internationalization strategy, aiming to position itself as a leader among higher education institutions in Poland. This journey is marked by significant achievements and strategic initiatives designed to enhance its global presence and academic excellence. Since many years WSB University has established numerous partnerships with universities and research institutions worldwide. These collaborations facilitate student and faculty exchanges, joint research projects,

and dual degree programs, enriching the academic experience and broadening the university's global reach.

WSB University successfully gain findings in numerous program, which allows students and faculty to study, teach, and conduct research at partner institutions across Europe. This program enhances cultural exchange and academic collaboration.

Since the begging WSB University engages in international research projects addressing global challenges such as climate change, public safety, and social innovation.

WSB University offers a variety of programs taught in English, designed to attract international students and meet global academic standards. These programs include bachelor's, master's, and doctoral degrees in various disciplines such as management, security studies, and engineering. The introduction of programs in English has significantly increased the number of international students. These programs include both full-degree courses and exchange opportunities.

Its more than 30 years as WSB University promotes mobility through various programs that allow students and faculty to gain international experience. This includes not only participation in Erasmus+ but also bilateral agreements with institutions in Asia, North America, and beyond. WSB University has developed robust exchange programs, providing students with opportunities to study abroad and experience different educational systems and cultures.

Having one of the most divers international community in Poland WSB University promoting cultural exchange is a cornerstone of university's international strategy. The university hosts various cultural events, workshops, and seminars that celebrate diversity and foster mutual understanding among students from different backgrounds. With over 3,000 international students, university has created a vibrant multicultural environment. This diversity enriches the learning experience and prepares students for global careers.

WSB University strives for international recognition through participation in global university rankings and obtaining prestigious accreditations. This includes efforts to achieve accreditations like CEEMAN IQA, KAUT. Pararely university has consistently been ranked among the top institutions in Poland for internationalization, reflecting its commitment to providing a global education.

WSB University commitment to research excellence is reflected in its participation in international research projects and collaborations. Faculty members engage in research that addresses global issues and contributes to international knowledge. University secures international research grants and encourages publications in high-impact journals, thereby enhancing its global research footprint.

WSB University international journey is marked by a strategic focus on global partnerships, diverse academic programs, student and faculty mobility, cultural exchange, international recognition, and research excellence. These efforts position the University as a leader in internationalization, committed to providing a world-class education and fostering global collaboration.

Vision

**“WSB University as a leader in internationalization
among Polish higher education institutions.”**

WSB University aims to establish itself as a premier institution known for its strong international presence, diverse student body, and globally recognized academic programs. By 2030, the university aspires to be a example of international education, fostering a rich multicultural environment that prepares students to thrive in a globalized world.

Mission

To enhance global engagement and academic excellence through strategic internationalization in the following areas.

1. Internationalization of Education

Develop and implement high-quality educational programs in multiple languages, especially English, to meet the needs of international stakeholders. Regularly update and create new study programs across various fields in English to attract a diverse student population.

2. Student and Faculty Diversity

Increase the number and diversity of international students and faculty staff, ensuring a broader geographic representation.

3. Global Recognition

Improve the international visibility and reputation of WSB University through participation in prestigious global university rankings and obtaining international accreditations and certifications as well as engage actively in international educational associations and research networks to strengthen global collaborations.

4. Academic Mobility

Promote academic mobility by expanding various mobility programs and establishing new bilateral agreements with international universities and facilitate opportunities for students and faculty to gain international experience through exchanges, internships, and collaborative research projects.

5. Infrastructure and Support

Develop robust support structures for international students, ensuring all administrative and educational resources are available in English and other relevant languages to support international students and faculty.

6. Studies, publishing, research implementation and their visibility in the international environment

High-quality research setting new directions in science and translates into practical solutions in the public, economic, social, and environmental areas. Supporting research visibility through participation in international scientific conferences, including online events, and placing more emphasis on publishing in prestigious journals and publications. Building a system to support the development of international scientific careers for WSB scientists, including through research projects and strategic partnerships with the best research centres and networks. Attracting outstanding scientists and young researchers from Poland and abroad. Investing in the development of scientific staff competencies and supporting international mobility, as well as organising prestigious international scientific events at WSB. Considering uncertainty coming from the pandemic situation, increase the knowledge and skills of academic staff to develop virtual activities (online communication, online research, online mobilities, online events etc.).

By focusing on these strategic areas, WSB University aims to create a vibrant, inclusive, and globally engaged academic environment that attracts and nurtures talent from around the world, thereby fulfilling its vision of becoming a leader in internationalization among Polish higher education institutions.

Implementation of strategy of internationalization

In the "Strategy of the WSB University for 2021 - 2025 (with an outlook of 2030)", internationalization of the university is a core strategic area, while the overarching goal in this regard is defined as follows: "WSBU a leader in internationalization among higher education institutions in Poland."

This internationalization strategy of the WSB University details and clarifies the directions of activities in the University's strategic management area of Internationalization. The strategic decisions and actions taken by the authorities of the University are aimed at:

1. Internationalization of education,
2. Increasing the number of students and diversifying them,
3. Increasing the international visibility of the WSB University,
4. Intensive development of academic mobility enabling students and university staff to acquire knowledge and skills in an international environment;
5. Development of capacity, infrastructure, communication and cooperation within the university to increase the quality of internationalization,
6. Internationalization of scientific research and publishing activities.

1. Internationalization of education

The primary task of any University is to conduct high-quality didactic activities that prepare students for effective entry into the labor market. In order to increase the internationalization of didactics, it is necessary to create an appropriate number and quality of educational programs in foreign languages that meet the expectations of external stakeholders. In this regard, it is assumed that current study programs will be systematically updated and new programs will be implemented in specific fields of study. During the strategic period, it is planned to develop and implement educational programs in English in all strategic areas of study in which studies are implemented at WSB University. For 2021 - 2025, studies in English are planned in the following majors:

- **Management Direction:**

Programs, 1st degree: business management, digital marketing and sales management;

Programs, 2nd degree: project management, international business,

- **Direction of Computer Science:**

Programs, 1st degree: Security and continuity of IT, Game and interactive graphic design, Mobile and cloud computing;

Programs, 2nd degree: Data scientist, IT security, Application of AI, Multimedia technologies;

- **International Relations majors:**

Programs, 1st degree: international business, trade and marketing, international tourism;

Given the very high interest in this field of study in the countries of Central Asia and the Caucasus, consideration is being given to developing and implementing these educational programs in Russian as well.

- **English in Management majors:**
Programs, 2nd degree: english in e-business, intercultural business communication, translation in business.
- **Management Engineering (WZ Krakow):**
Programs, 1st degree: logistics and transportation, quality management;
- **Management Direction (WZ Krakow):**
Programs, 2nd degree: HR management, international business.
- **The direction of Financial Management and Accounting, a second degree program in cooperation with ACCA**
- **Direction Management Interdisciplinary Doctoral Seminar**

The listed majors and programs of study are not a closed set, as trends in international markets will be monitored on an ongoing basis, and depending on this, further programs will be developed on an ongoing basis. The creation of study programs in languages other than English is also not excluded, depending on the situation on the educational market.

The internationalization of didactics will refer to each degree of education, so English-language programs will be created at the level of bachelor's (undergraduate and engineering), second degree (culminating in a master's degree), third degree (doctoral) and MBA and postgraduate studies.

In addition to the provision of appropriate study programs and educational content, a key factor for success is the acquisition of qualified international staff to teach in foreign language programs. In this regard, a staff review will be carried out annually, which will form the basis for formulating needs in this regard. It is assumed that by the end of 2025, 10% of full-time academic staff will be foreigners.

Table 1. The scope of activities in the area of internationalization of education

Area	Scope of activities
Internationalization of education	Development of new study programs in English.
	Update degree programs to include content related to current global challenges, cultural diversity and the international labor market.
	Preparation of study programs based on models that take into account international directional indications of the qualifications of graduates of a given field of study.
	Organization of education of foreign students in selected foreign departments (including the creation of a foreign faculty).

Internationalization
of education

Development of a doctoral training program in English and internationalization of the doctoral seminar.

Organization of a language preparatory course that will enable adequate language preparation for candidates for international study programs.

Developing educational offerings related to dual degree/multi-degree programs.

Creation of curriculum councils for individual study programs that supervise the timeliness and attractiveness of the educational content and the educational results obtained.

Internationalization of study programs by increasing the number of foreign internships recognized as mandatory internships.

Acquisition of foreign lecturers under long-term employment contracts as well as guest lectures and specialized training courses.

Organization of training courses on teaching methodology in an international context and language courses for academic staff.

Development of library resources (including electronic full-text databases) in English.

Increasing the international and intercultural dimension in the doctoral training program.

Creation and implementation of international study programs both in the formula of long programs and short intensive forms of education.

Expanding the offer of intensive international education programs, also delivered in a hybrid or online format.

Including virtual mobility and online projects (e.g., COIL, digital joint classrooms).

Creation and implementation of international bachelor's or master's degree programs leading to the issuance of a joint, double or multiple diploma.

Development and dissemination of innovative solutions in the field of teaching based on the best international practice.

Fostering cooperation, peer learning and exchange of experience in the field of education internationally.

Internationalization
of education

Develop high-quality international partnerships with accredited foreign institutions, promote student and faculty exchanges, implement joint programs, and integrate global perspectives into the curriculum.

Development and implementation of new and innovative tools and methods of education based on the best international practices (including problem- based methods PBL, CBL).

Development of modern teaching materials including online materials and courses based on the best international standards and practices, integration of international content and case studies across curricula.

Develop high-quality international partnerships with accredited foreign institutions, promote student and faculty exchanges, implement joint programs, and integrate global perspectives into the curriculum. Adopt international best practices to enhance educational quality standards, including in programme design, delivery, and learning outcomes assessment.

2. Increasing the number of students and diversifying them

An important goal of the University's activities for 2021 - 2025 is to increase the number of international students and their geographical diversification. As of 31.01.2021 (the beginning of the implementation of the 2021 - 2025 strategy), 1,797 foreign students from 51 countries around the world are studying at the WSB University. In this group, almost 60% of students come from three countries, namely Ukraine, Azerbaijan and Uzbekistan. Meanwhile, 13 countries are represented by at least 20 students. The goal of the measures planned to be taken for 2021 - 2025 is to increase the number of foreign students by 40% (as of 31.12.2025 to reach a level of 2,515), with the increase exceeding the growth of students from Poland, so that at the end of the strategic period the share of foreign students in the total number of students is in the range of 25-30%.

On the other hand, in terms of the structure of students from the point of view of their country of origin, it is planned to diversify the activity and its decisive development in markets from which there are already students in the University but in small numbers, and to start activity in new markets. The goal is to increase the destinations from which students come by min. 35%, (70 countries) and to reduce the share of the 3 existing countries in the total structure (a minimum of 20 countries with 20 students or more). Taking into account the interest in the offer of the WSB University, but also such factors as demographics, material status of students, Schengen visa policy, it is planned to expand the recruitment activity to the countries of North Africa (Algeria, Morocco, Tunisia), Far East Asia (Indonesia, Philippines, Vietnam, Thailand), Latin America and China, Turkey and Southern Europe (especially the Balkans) first. Depending on geopolitical changes and trends in educational markets, these directions will be redefined on an ongoing basis. The activities that will be performed in this area will be both direct (on-site acquisition through participation in trade fairs,) and remote (through means of long-distance communication). Both outsourcing and own human resources will be used. A particularly important role in increasing student recruitment will be played by the WSB University Ambassador program. In this program, WSB University students and alumni will promote the University in their country of origin or residence both among their families and friends but also by organizing and promoting larger events open to anyone interested. Representatives of the WSB University's International Cooperation Department will participate in the latter each time.

Table 2. The Scope of activities in the area of increasing the number of students and their diversification.

Area	Scope of activities
Increasing the number of students and diversifying them	Intensive promotion of educational offerings at international educational fairs.
	Developing partnerships with recruitment agencies.
	Marketing and promotional campaigns on social media (Facebook, Instagram, Telegram) and educational platforms.
	Development and implementation of the WSBU Ambassador Program to increase the number of students recruited by current WSB University students and alumni.
	Organization of Virtual Open Days and other public events for foreign candidates.
	Preparation and implementation of an advertising campaign for foreigners already living in Poland.
	Use of high-quality study programs as a tool to promote educational offerings.
	Introduction of scholarship programs for the best foreign students.
	Improving websites that are a tool for recruiting international students.
	Concluding agreements on joint graduation of students (double diplomas) with renowned foreign universities.
	An increase in the number of foreign doctoral students and promoters from abroad.
	An increase in interest in the offer of education in Polish institutions of science and higher education among foreign students and/or doctoral students through implemented intensive educational programs including summer schools and universities carried out in cooperation with foreign partners.
	An increase in the participation of foreign students and/or doctoral students in educational programs.
	Building capacity to host and serve foreign students, doctoral students, teaching and research staff.

Increasing the number of students and diversifying them

Promoting internationally, especially through cooperation with foreign graduates.

Implementation and use of modern technologies to support the dissemination of educational offerings based on international best practices.

3. Increasing the international recognition of WSB University

Effectively increasing the university's recognition as a significant player in the domestic and international market for educational services is a basic prerequisite for success in each of the designated courses of action in the field of internationalization. This is because the recognition of the university refers to each category of external and internal, domestic and foreign stakeholders. Thus, these include: universities and other organizations related to the field of education and science, business and public administration units, the entire institutionalized non-commercial social environment, potential university applicants and students and employees of the University. Therefore, the range of tasks planned for implementation in this area is extremely wide..

Table 3 The scope of activities in the area of Increasing WSBU international visibility.

Area	Scope of activities
Increasing the international recognition of WSB University	WSB University's positioning in prestigious national and international university rankings (including: Times Higher Education, QS World University Rankings, Web of Universities, UniRank and EduRank, Green Metrics and from the Polish rankings in the annual ranking of the monthly magazine "Perspektywy").
	Pursuing internationally recognized accreditations and certifications of excellence, such as CEEMAN IQA, KAUT, EFMD, AMBA, and BSIS.
	Joining the IREG Observatory on Academic Ranking and Excellent.
	Signing of Magna Charta Universitatum (obtaining signatory status).
	Membership and active participation in international educational associations and research networks.
	Actively seek partners for joint research projects funded by international agencies.
	Development of a promotional and image campaign based on online campaigns, using local operators operating in markets that are a priority for the University.
	Presentation of the University at visa consulates and Embassies of the Republic of Poland in markets where WSBU is actively recruiting.

Increasing the international recognition of WSB University

Participation in international educational fairs and conferences on the education of foreigners.
Organization of international events such as: the Internationalization Forum, International Staff Week, Diversity Hub, Erasmus Day, Awareness Days, a series of meetings under the "Know My Country" project.
Student participation in international competitions and debates.
Promotion of WSBU as an international university among students and domestic external stakeholders.
Membership in the European Association of Universities.
Development of long-term international cooperation of doctoral schools.
Implementation of cooperation between Foreign Partners to develop and develop long-term systemic relationships in the area of internationalization.
Building capacity internationally by promoting innovative solutions and best practices.
Modernise, internationalise and increase access to higher education.
Increase cooperation with HEI's.
Foster people-to-people contacts, promote intercultural awareness, and enhance mutual understanding across diverse cultural backgrounds.
Creating a more inclusive society, supporting the vulnerable and responding to social challenges.
Improve their position in these rankings typically set specific goals and strategies aligned with each SDG.
Cooperation with foreign graduates and the use of their potential in the promotion of.

4. Development of academic mobility

An extremely important element of the internationalization strategy is international mobility. WSB University has been enabling its internal stakeholders to travel to universities and other partner institutions abroad for almost 20 years. It is used by both employees (scientific, teaching, administrative) and students. At the same time, the University hosts representatives of foreign universities within its walls. Also, the strategy for 2021 - 2025 assumes a number of activities to support academic mobility.

Table 4 The scope of activities in the area of academic mobility. Increasing the international visibility of WSBU.

Area	Scope of activities
Development of academic mobility	Expand the number of Erasmus+ mobility placements for academic staff and students.
	Creation of new bilateral student exchange agreements with foreign universities.
	Using funds from various projects available on the market to increase academic mobility (for example, Norwegian funds, DAAD funds, Visegrad funds, PROM, various NAWA projects)
	Establish partnerships with international companies and organizations to provide internships and placements for students abroad.
	Facilitate and promote short-term teaching and training trips for university employees.
	Establishing cooperation with AISEC, among others, and enabling WSBU students to carry out internships abroad.
	Initiate participation and development of student activities in the network of business universities, among others, Businet.
	Organization of language summer schools for foreign students and support of WSBU students' departure for summer schools to partner universities.
	Participation of academic teachers in COST networks.
	Increase the number of short-term mobility to improve the competencies of students, doctoral students, young researchers of academic personnel.
	Increase the number of long international mobility of doctoral students and young scientists.

5. Development of capacity, infrastructure, communication and cooperation within the university to increase the quality of internationalization.

In pursuing the internationalization strategy in this area, the primary goal is to create a parallel structure of an international university at WSB University, where student service will be fully implemented in the language in which they will study. In this regard, the basic task is the organization and development of the International Dean Office, which will completely take over the service of students in foreign language education programs in terms related to their studies. On the other hand, the International Cooperation Office will further develop its service to foreign student in three aspects: recruitment, assistance in day-to-day matters not directly related to studying (for example, assistance in finding a place to live, opening

a bank account, taking out insurance, arranging matters with government agencies, medical care, etc.) and academic mobility.

Another priority activity in this area is to adequately prepare staff (both teaching and administrative) to work with a large group of students with diverse cultures, religions, customs communicating in a foreign language. Integration of students from different countries (including Poland) and acceptance of diversity will also be very important. Activities in this area are as important as the organization of the educational process for foreigners. The last group of tasks is the appropriate preparation of the university's infrastructure for the education of foreigners, including the provision of foreign-language signage inside and outside the buildings, as well as the provision of appropriate IT systems and programs (in English).

Table 5. Activities to develop capacity, infrastructure, communication and cooperation within the university to increase the quality of internationalization.

Area	Scope of activities
Development of capacity, infrastructure, communication and cooperation within the university to increase the quality of internationalization	Separation in the organizational structure of the Dean's Office serving students studying in foreign languages and the appointment of a Vice-Dean for foreign student services.
	Language preparation of teachers and administrative staff.
	Provide teaching and administrative staff with appropriate training in student service with cross- cultural considerations.
	Development in English of all IT programs and platforms used in the university.
	Development of websites maintained in the languages of student education.
	Ensuring an adequate number of teaching rooms and laboratories in which classes on foreign language programs are conducted.
	Provide bilingual (Polish-English) signage inside and outside university buildings, as well as bilingual versions of key information, rules and regulations, and other official documents in force at the university.
	Improving communication between foreign and Polish students.
	Continuation of "Know Your Country" meetings involving the introduction of culture, traditions, geography and history by students from a given country aimed at all students and employees and the local community.
	Providing advisory services for building development and career paths providing legal and psychological support.
	Introducing programs in which current students help newcomers adapt to academic and social life.

Development of capacity, infrastructure, communication and cooperation within the university to increase the quality of internationalization

Organization of integration, cultural and sports events for foreign students.

Provide access to modern services, infrastructure and IT tools for students and employees in the area of education and international cooperation.

Creation of Polish language courses for regular foreign students during their studies.

Encourage and ensure that foreign students have equal access to representation in student organizations.

Increase the quality of work, activities and practices in international cooperation.

Building the organization's capacity to conduct international and cross-sectoral activities.

Continuation and development of "at home" internationalization activities.

Implementation of activities aimed at shaping attitudes of openness and tolerance in the academic and scientific community and exchange of good practices in the field of internationalization.

6. Internationalization of scientific research and publishing activities

In an era of globalization and rapid knowledge exchange, the international recognition of universities has become a key determinant of their academic competitiveness and reputation. For institutions like the WSB University, which operates in a highly dynamic educational environment, achieving visibility and credibility on the global scientific stage is not only a matter of prestige but also a strategic necessity for long-term development. International scientific recognition influences the university's ability to attract talented students, renowned scholars, and research funding, while fostering partnerships with leading academic and business entities worldwide.

To enhance its international scientific standing, the WSB University must focus on several strategic dimensions: increasing the quality and visibility of research outputs, fostering international research collaborations, encouraging participation in global academic networks, and promoting faculty mobility. Additionally, effective dissemination of research through open-access platforms, international conferences, and high-impact journals plays a critical role in building a strong academic brand recognized beyond national borders.

Table 6: The scope of activities in the area of internationalization of scientific research and publishing activities

Area	Scope of activities
Internationalization of scientific research and publishing activities	Establish and develop strategic partnerships with top universities, research institutions, and scientific networks to create and support international interdisciplinary research groups (scientists, doctoral candidates, students) in the research niches in which the university specializes.
	Implement joint research projects (e.g., Horizon Europe, COST, Interreg, Erasmus+, NAWA).
	Prepare joint publications and publish them in prestigious scientific journals and publications.
	Develop the competencies of academic staff conducting international research (courses, training, summer schools) in the following areas: • Develop research, linguistic, design, and intercultural competencies to facilitate building lasting relationships in international teams, • Enhance the knowledge and skills of academic staff to develop virtual activities (online communication, online research, online mobilities, online events, etc.), which are crucial in light of the pandemic's uncertainty.
	Develop an incentive system promoting publishing in reputable international publishing houses and journals, including financial bonuses and considering the high impact of this activity in the employee evaluation system of academic staff.
	Organize periodic international conferences and seminars to build visibility for research conducted by universities, thereby enhancing the university's brand as a center for specific specializations, as well as international forums for knowledge transfer involving business.
	Encourage academic staff to serve as reviewers in foreign publications and in international scientific competitions, such as those within the Horizon Europe program.
	Internationalize the university's Doctoral School, including recruiting PhD students from abroad and enabling Polish PhD students to work on their doctorates abroad, e.g., collecting materials for work in foreign partner centers.
	Promote WSB University scientific journals in the international community, for example, during international conferences and events, and recruit reviewers from abroad to review publications in the WSB University-owned journals.

Internationalization
of scientific
research and
publishing activities

Monitor and evaluate activities using key performance indicators (KPIs).

Example KPIs:

- Number of publications co-authored with foreign scientists in journals in Q1/Q2.
- Amount of funding obtained from international research grants.
- Number of foreign scientists (visiting professors, postdocs)

7. Monitoring and Verification

To ensure the effective implementation of the Internationalisation Strategy, WSB University has introduced a monitoring and verification system. The system links each strategic goal and indicator with dedicated data sources, regular reporting cycles, and clear responsibilities for verification.

1. Quantitative verification is based on statistical data systematically collected by central units, including the International Relations Office, Research Office, and Quality Assurance structures. Data on student and staff mobility, international recruitment, research collaborations, and financial outcomes are extracted annually from official registers (e.g., Erasmus+ reports, HR databases, POL-on, financial systems).
2. Qualitative verification is based on surveys and feedback, including student and staff evaluations, partner institution feedback, case studies of international projects, and external benchmarking (e.g., SciVal, QS, THE, GreenMetrics).
3. Integration with the Quality Assurance System: Annual reports from relevant units. Corrective or improvement actions are implemented within the existing internal audit and evaluation processes.
4. Benchmarking and external validation: Publication quality and visibility are verified through recognised international databases (Scopus, Web of Science, SciVal), while programme-level achievements are validated through international accreditations and rankings (e.g., EFMD Accredited, QS EECA, THE, UI GreenMetrics).
5. Continuous monitoring: Progress against KPIs (e.g., % of foreign lecturers, number of active partnerships, share of publications in Q1–Q2 journals, student and staff mobility including virtual projects) is tracked annually and reported in the Rector's annual quality report.
6. Stakeholder involvement: Data from employer feedback, alumni surveys, and partner institutions are integrated to verify the impact of internationalisation on the labour market and the University's third mission engagement.
7. To ensure continuous alignment with the University's strategic vision, the Vice-Rector for International Cooperation conducts an annual Internationalisation Review. This review integrates quantitative and qualitative data from all relevant units and provides a holistic evaluation of the progress made towards strategic goals.

Appendix 1 to the Internationalization Strategy. Indicators of goal achievement (plan as of 31.12.2025)

Strategy for Internationalization – Indicators

Taking into account very good indicators for internationalization of WSB University, which has been proved by a thorough analysis carried out within WSB University's strategic road map for 2021-2025 as well as an increasing number of foreign students, WSB University places the issue of internationalization of its operations in the centre of its mission and vision. The need for becoming a truly internationalized organization with a relatively high degree of visibility in the worldwide academic and business ecosys-

tems also derives from the global megatrends that make academic world more and more globalized, which has been even more accelerated by the COVID-19 pandemic. Functioning within a broader international networks with the use of high technology including artificial intelligence both for effective communication and cooperation as well as for didactics, research and governance has already become and inevitable must for modern universities that want to gain competitive advantage on the educational market.

Becoming an **International University** is one of the key strategic directions in the development strategy of WSB University.

Since the **mission** of WSB University is to create a community focused on development, we aim at generating knowledge, creating trends and training specialists, our **vision** is to achieve this by 2030 through the creation of a truly International University within a broader international ecosystem and rooting our international activities in strategic cooperation projects funded by national and European bodies.

Two **main strategic** goals that result from our vision are:

- High quality of research manifested by 3 scientific categories of B+ in two scientific fields achieved by WSB University.
- WSB University as a leader of internationalization among higher education institutions in Poland.

WSB University has a strong foundation for achieving these strategic goals, as evidenced by:

- The growing number of foreign students at WSB University brings more and more networking possibilities abroad, increases international visibility and helps in building a reliable trademark in the broader international academic and business ecosystem.
- Achievements so far such as being a national leader in delivering high quality research (best national result in Elsevier top 10% worldwide publications) are a solid platform for making all spheres of WSB University's activities more internationalized.
- The analysis shows that WSB University's staff is open to cooperation and innovation, which is a solid ground for international activities within didactics and research as well as for good practice exchange and implementing innovations in governance.
- Very good relations with business sector allow WSB University to expand its cooperation effectively abroad.
- Already existing, very efficient digital infrastructure allows WSB University not only to expand but also to sustain its international cooperation and position itself as a reliable partner for cooperation.

Accordingly, the following goals and respective performance indicators are established for the internationalization of WSB University School of Business:

Goal / Area		Indicator	Expected Value
Quality of Business and Management Education	Number of foreign lecturers (including virtual)	% of total academic staff	≥10%
	Staff with international experience (study visits, including green and virtual)	% of staff	≥15%

Quality of Business
and Management
Education

Foreign research collaborations	number	≥30 per year (including joint projects)
Foreign corporate partner institutions	number	≥25
Foreign non-governmental partner institutions	number	≥15
Projects implementing innovative teaching methods	number	≥2
Publications supporting didactic needs	number	≥50 annually
Publications in top Scopus quartiles (Q1–Q2)	% of total publications	≥50%
Student mobility (incoming/outgoing, including virtual)	number	≥70 incoming, ≥70 outgoing
Faculty mobility (incoming/outgoing, including virtual)	number	≥25 incoming, ≥25 outgoing
Staff mobility (incoming/outgoing, including virtual)	number	≥30 incoming, ≥30 outgoing
Number of partner institutions in mobility projects	number	≥50
Number of mobility projects (e.g., KA171, KA131, CEEPUS)	number	≥2 annually
Number of partner countries in mobility projects	number	≥35
Study programs that develop future competences (digital, social, ESD, inclusion)	% of programs	100% of new programs and ≥80% of existing ones

Goal / Area		Indicator	Expected Value
Positioning on the National Market	Number of courses/modules/ programmes/postgraduate studies taught in foreign languages (including virtual)	number	≥20
	Percentage of study visits (including virtual)	% of programs	≥20% of all programs
	Student exchanges (including virtual)	number	≥150
	Internships abroad (including virtual)	number	≥50
	International field projects	number	≥10 annually
	International multi-campus programs (including virtual)	number	≥2
	Dual or joint degree programs	number	≥2 active, ≥1 in development
	Partner institutions with international accreditations	%	≥20% of all partners
	Student integration activities (e.g., Orientation Week, International Day)	number of events	≥15 events annually, total participation ≥500 students
	National rankings	position	Top 3 among private HEIs in national rankings such as Perspektywy

Goal / Area		Indicator	Expected Value
Mentions/advertisements about the university's programs in foreign media	Memberships in international associations	number	≥5 (e.g., EUA, EFMD, CEE-MAN, EAIE, Businet)
	Programme accreditations (e.g., EFMD Accredited, CFA, BSIS)	number	≥2
	Number of international students and countries of origin	number	≥1,000 students from ≥50 countries
	Number of international faculty members	number	≥50
	Number of new international recruitment markets	number	≥5 new markets every 2 years
	Documented third mission impact (case studies, projects)	number	≥10 published annually
	Positioning in international rankings	presence	Listed in THE Subject Rankings, QS EECA, UI GreenMetrics

Goal / Area		Indicator	Expected Value
Commercial Exploitation of International Markets	Revenue from international markets	% of total university income	≥10%
	Revenue from new markets	number of countries + growth	≥5 countries, with ≥15% annual revenue growth

Commercial
Exploitation
of International
Markets

Brand recognition abroad	qualitative indicator	Monitored through feedback from partners and international students
Publications in the top 10% journals by CiteScore	% of total publications	≥30%
Publications in top Scopus quartiles (Q1) Publications in top Scopus quartiles (Q1–Q2)	% of total publications	≥50% ≥75%
Scientists indexed in World's Top 2% Scientists Ranking	number	≥3
International co-authorship of publications	% of total publications	≥50%
Foreign research collaborations	number	≥30 per year (including joint projects)
Foreign research collaborations	qualitative indicator	Monitored through Scholarly Output of international projects' partners
Citations of staff publications in international databases e.g. SCOPUS, WoS	h-index ≥10	≥20% of N
Publications scored ≥100 in the MNISW list	% of N academic staff	≥70% each year
Publications (monographs) scored ≥300 in the MNISW list	number	≥15
Forum Scientiae Oeconomia journal	Scimago Journal Rank (SJR)	Q1-Q2

Commercial
Exploitation
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„International Visibility“	qualitative indicator	Monitored through SciVal and Schol- arly Output (benchmark the scholarly output of en- tities that are similar in size and that fall within simi- lar fields of research, such as Institutions with a similar number of research staff, or Research- ers in the same field of research and with similar ca- reer lengths), feedback from international projects' part- ners etc.
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