

Rector's Council Working Program 2023–2027

WU
WIRTSCHAFTS
UNIVERSITÄT
WIEN VIENNA
UNIVERSITY OF
ECONOMICS
AND BUSINESS



Contents

Rector's Council Working Program 2023–2027	3
Expertise, Visibility, and Third Mission	4
Rector	5
Vice-Rector For Financial Affairs and Campus Management	6
Vice-Rector For Research and Third Mission	7
Vice-Rector For Academic Programs and Student Affairs	8
Vice-Rector For Human Resources and Digital Infrastructure	9



Rector's Council Working Program 2023–2027

As a university, WU is an organization of experts that, through its core functions of teaching, research, and third mission, makes a positive contribution to society and to the economy. The goal of the Rector's Council is to create meeting spaces that utilize, promote, and display WU's expertise while further enhancing its national and international reputation and appeal among the stakeholders. This includes physical spaces such as our vibrant campus, but also virtual spaces for encounters with our various contacts and partners.

The Rector's Council carries out its work based on the principles of openness, integrity, and appreciation.

› An **openness** to new understandings and insights is a core value in science and research-based teaching. Openness in our collaborations promotes synergies and agility when working with partners. It draws on the potential of WU's diversity and size. Openness means enabling and encouraging freedom of thought and expression. It is part of what makes WU an appealing place to study and includes a commitment to international standards and diversity.

- › **Integrity** is about accountability. For WU, that means assuming responsibility towards society and towards its students; for our management personnel, that means being responsible towards their team members; and for our staff, it means having a sense of responsibility for purpose and common goals. Integrity is also the basis for our reputation. It thrives on openness and transparency. In research, integrity implies a commitment to quality and rigor. This, combined with WU's research-based teaching excellence, distinguishes us in an increasingly complex competitive environment.
- › **Appreciation** creates a friendly, respectful, and motivational environment. It promotes satisfaction and motivates our students and staff. Appreciation and openness serve to strengthen WU's position in the competition for top talent.

By focusing on these goals and values, WU will succeed in fulfilling its core responsibilities: identifying and answering the burning questions of the present and the future while training the leaders of tomorrow who will shape the future.

Expertise, Visibility, and Third Mission

The focus of the Rector's Council during the 2023–2027 term will be on generally strengthening WU's expertise, promoting its visibility, and continuing the further development of WU's third mission activities. Other strategic objectives include increasing agility and driving forward the digital transformation.

WU is an expert at all levels: in research, in teaching, and in providing administrative services. The Rector's Council is committed to maintaining and continuously building on WU's outstanding expertise in every one of these areas, and it supports its staff in performing their duties with responsibility, excellence, and dedication.

Expertise needs to be seen. Highlighting our achievements internally is an expression of respect and appreciation. Visibility also serves to increase agility, resilience, and integrity. It makes it easier to understand common challenges and goals and contributes to the transparency and clarity of decisions. Visibility is also essential externally for generating impact among the relevant stakeholders, i.e. for having a positive impact on society, being an attractive place to study, and remaining a respected part of the scientific community.

WU sees itself as an integral part of society. Guided by its third mission, the university assumes the responsibility of contributing to solve the challenges facing society and the economy. Through its teaching and research excellence

and the creation of meeting spaces, it facilitates the exchange of valuable knowledge with the business community and society. By strengthening the third mission, the Rector's Council is broadening WU's opportunities for using its academic and research knowledge to address the challenges of today's complex world, making a positive contribution to enhancing its profile in the process.

The efforts to strengthen WU's expertise, promote its visibility, and expand its third mission activities are national and international in scope.

OPERATIONAL IMPLEMENTATION

At the operational level, the following responsibilities must be addressed by the entire Rector's Council:

- › Implementation of the 2022–2024 Performance Agreement made between WU and the Federal Ministry of Education, Science and Research
- › Preparation, negotiation, and implementation of the 2025–2027 Performance Agreement with the Federal Ministry of Education, Science and Research
- › Implementation of measures resulting from international accreditations and carrying out preparations for reaccreditation
- › Conclusion of target agreements with the departments, particularly with regard to the 2025–2027 Performance Agreement with the Federal Ministry of Education, Science and Research

Rector

WU's overall strategic orientation is at the center of the Rector's work, which is coordinated with the Vice-Rectors according to their respective areas of responsibility. The Rector is also responsible for representing WU's interests in public and to the other stakeholders, both in-house as well as outside the university.

The focus of the Rector's work in the 2023–2027 term will be on the following in particular:

- › Safeguarding WU's interests and securing WU's strategy
- › Negotiating the Performance Agreement with the Federal Ministry of Education, Science and Research for the years 2025–2027
- › Assuming personal responsibility in senior faculty appointment procedures and increasing the number of female professors appointed
- › Systematic relationship management and public relations work
- › Representing WU in strategically relevant international associations such as CEMS, EFMD, AACSB, and other important networks in order to strengthen WU's position in the international community
- › Managing the joint Rector's Council projects, in particular
 - › Analysis and further development of WU's overall strategy, including a stakeholder map, with an exploration of areas of strategic relevance and touchpoints
 - › Strategic development of a "University Newsroom" to strengthen internal and external communications
 - › Development and implementation of organizational development measures that align the university's organizational culture with the principles of integrity, openness, and respect, thereby promoting the strategic goal of agility
- › Continuation and further development of the ongoing WU digitalization initiative in teaching, research, and administration, including analysis of the potential of artificial intelligence
- › Strengthening of the national and international visibility and prestige of WU along with its teaching and research activities
- › Further development of ENGAGE.EU as part of WU's overall strategy



Rupert Sausgruber
Rector

Vice-Rector for Financial Affairs and Campus Management

In the area of financial affairs, Harald Badinger and his team will concentrate their activities during the 2023–2027 term on matters of budget planning under the new university funding model, on the optimization of structures and financial processes related to digitalization (SAP S4/HANA, SAC). In the area of campus management, the focus will be on sustainability, the optimal utilization and expansion of campus space, and the further development of event management.

The following specific activities are planned:

FINANCIAL AFFAIRS

- › Maintenance of orderly and lawful accounting procedures at WU
- › Further development of cost accounting and implementation of the Directive on Uniform Standards for Cost and Performance Accounting at Universities (KLRVO Universitäten)
- › Collection, processing, and analysis of financial information as a foundation for budgetary decision-making by the Rector's Council
- › Optimization of structures and processes in the area of financial management and procurement in the course of introducing a digital ordering and invoicing workflow (based on SAP S4/HANA)
- › Digitalization of planning and reporting processes through the introduction of SAC (SAP Analytics Cloud)
- › Further development of the risk management and internal control system
- › Optimization of end-to-end processes in the payroll office (personnel and travel accounting) to accelerate processing times and increase transparency

WU FOUNDATION

- › Maintenance of orderly and lawful accounting procedures at the WU Foundation
- › Optimization of the investment policy (with consideration of the Federal Budget Act – Bundesfinanzgesetz, BFG)

AFFILIATES

- › Expansion of investment control activities related to affiliates (foundations, funds, associations)



Harald Badinger
Vice-Rector for Financial Affairs and
Campus Management

CAMPUS MANAGEMENT

- › Conversion of the D4 social sciences library into an auditorium and event room (if funding is approved by the Federal Ministry of Education, Science and Research), while maintaining the usability of the library collection (in collaboration other Rector's Council members and their teams)
- › Optimization of space utilization as well as examination and evaluation of the possibilities for expansion in the immediate vicinity of Campus WU
- › Development and implementation of a comprehensive sustainability concept (climate-neutral university, EMAS recertification)
- › Further development of event management (together with other Rector's Council members and their teams)
- › Further professionalization of risk and crisis management

WU ZBP CAREER CENTER GMBH

- › Strategic development of WU ZBP Career Center GmbH in connection with the lifelong learning strategy that is to be developed at WU

Vice-Rector for Research and Third Mission

The core responsibilities of Bernadette Kamleitner and her team are:

1. Maintaining an attractive research environment that ensures the agility, quality, and visibility of the research as well as its appreciation and recognition. This includes further strengthening WU's research culture as well as providing support in initiating research projects, acquiring research know-how, and optimizing the visibility of research results. The focus is on identifying further synergies within the university and using these synergies to benefit the entire WU research community, in addition to fostering international, national, and internal networking.

2. Supporting and highlighting the relevance of WU's positive impact on society in all dimensions and ensuring the transfer of knowledge. This includes, in particular, the optimization of existing and the initiation of new structures and formats that promote communication and exchange with various non-university stakeholders.

The following specific activities are planned:

COORDINATION AT THE LEVEL OF THE RECTOR'S COUNCIL

- › Creation of a stakeholder map to support strategic development
- › Coordination and implementation of a "University Newsroom" to strengthen internal and external communications

INTERNAL ACTIVITIES

- › Further optimization of research funding opportunities and their communication
- › Continuous adaption of the services and infrastructure offered to support research and optimization of their communication
- › Strengthening research culture and researcher networks
- › Evaluation and continual adaption/expansion of library services to support teachers and students



Bernadette Kamleitner
Vice-Rector for Research and Third Mission

- › Evaluation and further optimization of processes to support digitalization initiatives
- › Development and implementation of an internal communications concept

EXTERNAL ACTIVITIES

- › Establishment and implementation of a third mission concept
- › Evaluation and optimization of the communications and marketing strategy
- › Further development and continuous optimization of marketing for all academic programs at WU (in cooperation with the Vice-Rector for Academic Programs and Student Affairs)
- › Intensification and continuous development of research communication on WU news channels and in the national and international media
- › Evaluation and further development of event offerings and event management (in cooperation with other Rector's Council members and their teams)
- › Evaluation and, if necessary, strengthening of international and national networks and partnerships in the fields of research, marketing & communication, and libraries

Vice-Rector for Academic Programs and Student Affairs

The core responsibilities of Margarethe Rammerstorfer and her team are to maintain and ensure the quality of WU's academic programs and to turn students into responsible future leaders by empowering and encouraging them to make a positive and lasting impact on society.

The focus is on the further development of the academic programs and an efficient admissions process. The Vice-Rector is especially interested in laying the groundwork to ensure that students will have a smooth and motivated start to their studies at WU.

The upcoming 2023–2027 term will be an especially important time for the university's academic programs and student affairs, particularly with regard to competitiveness, internationality, levels of academic activity, and new teaching and learning formats. The Vice-Rector will focus her activities on matters relating to new digital learning environments as part of a seamless learning experience, the international positioning of WU's academic programs, and the additional qualifications that this will require for the teaching staff.

- › Ensuring the proper functioning of academic life at WU
- › Further development of the welcoming culture for new students and further establishment of target group-oriented student communications
- › Development and implementation of measures to increase the number of prospective students
- › Development and implementation of measures to increase students' relative academic activity
- › Development and implementation of measures to increase the number of international students
- › Expansion of the international mobility of WU students
- › Development and implementation of systematic quality assurance reporting on the bachelor's programs



Margarethe Rammerstorfer
Vice-Rector for Academic Programs and Student Affairs

- › Continuation of (didactic) training programs
- › Further development and quality assurance of the entire WU degree program portfolio, also integrating the quality management of the WU Executive Academy
- › Further development of the Future Learning Experience Center
- › Expansion and intensification of (teaching) cooperation with other educational institutions, especially within the framework of the European University alliance EN-GAGE.EU
- › Contribution to WU's third mission reporting
- › Development and implementation of a WU lifelong learning strategy with special consideration of the WU Executive Academy

Vice-Rector for Human Resources and Digital Infrastructure

The core responsibilities of Martin Winner and his team are:

1. Ensuring an attractive working environment in all aspects in order to bring the best employees to WU as a place where they can realize their full potential.
2. Initiating and implementing digitalization processes to generate agility and efficiency potentials and to empower WU to deal with new challenges as they arise.

The current HR priorities and WU's ongoing digitalization initiative make an excellent starting point for fulfilling WU's goals (in particular, the goal of educating future leaders, having a positive impact on the economy and society, and being a respected part of the scientific community). Steps will also be taken to further develop existing activities, first and foremost with regard to internationality, organizational and human resources development, employer branding, inclusion and gender equality, and the digitalization initiative.

HUMAN RESOURCES

- › Further development of the onboarding process and an open-minded approach to the needs of international members of the faculty, in particular
- › Encouraging freedom of thought and expression and creating an environment that values, motivates, empowers and supports employees
- › Further development and – as far as possible – standardization of academic career models
- › Further strengthening of the employer branding strategy, combined with vigorous external and internal communications together with other Rector's Council members and their teams
- › Further development of human resources development measures, e.g. in the area of leadership development and placement
- › Continuation of WU's diversity strategy, including a focus on inclusion and gender equality, especially in management positions



Martin Winner
Vice-Rector for Human Resources and Digital Infrastructure

- › Evaluation of the standards and requirements of the modern working world and ways of implementing them
- › Stress prevention for WU employees to deal with the ongoing process of digitalization and the increasingly fast-paced, competitive environment

DIGITAL INFRASTRUCTURE

- › Provide IT equipment that is adequate for today's modern research and teaching requirements
- › Continuation and further development of the ongoing WU digitalization initiative in teaching, research, and administration
- › Investigation and testing of new opportunities for digitalization (together with other Rector's Council members and their teams)
- › Inclusion of WU employees in the design of digitalization projects
- › Development of a concept to support employees so that digitalization projects can achieve their desired effect
- › Increased IT security



WU (Vienna University of Economics and Business)
Welthandelsplatz 1, 1020 Wien
wu.ac.at

Arriving by public transport:
Subway: U2 stations "Messe-Prater" or "Krieau"
Bus: 82A, "Südportalstraße" stop