



UNIVERSITÄT  
LEIPZIG

Wirtschaftswissenschaftliche  
Fakultät

# Excellence in research and teaching for a sustainable economy

Future Concept 2030  
Faculty of Economics and Management Science  
of Leipzig University



The Profiling Commission appointed by the Faculty Council of the Faculty of Economics and Management Science has developed this update of the WIFA 2030 in consultation with the Faculty's departments and taking into account the university's profile-building process. The updated future concept WiFa 2030 describes the future profile of the Faculty in research, teaching and transfer, the means by which this is to be achieved and the structural implications. The German version of the updated future concept was discussed at the meetings of the Faculty Council on April 17, 2024, June 12, 2024 and July 10, 2024 and adopted on July 10, 2024.

**Cooperation partners in the region:**

DBFZ	Deutsches Biomasseforschungszentrum
iDiv	Deutsches Zentrum für integrative Biodiversitätsforschung Halle-Jena-Leipzig
IWH	Leibniz-Institut für Wirtschaftsforschung Halle
MFPA	Gesellschaft für Materialforschung und Prüfungsanstalt für das Bauwesen Leipzig mbH
UFZ	Helmholtz-Zentrum für Umweltforschung GmbH

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# 1 PROFILE and STRUCTURE

The mission statement for the Faculty of Economics and Management Science Future Concept 2030 is defined by the strategy, mission and vision formulated by the Faculty Council at its meeting on April 26, 2023:

“Excellence in research and teaching for a sustainable economy”

## 1.1 Strategy of the Faculty of Economics and Management Science

Die Faculty of Economics and Management Science of Leipzig University aims to be one of the best and most attractive locations for studying economics and management science in Germany in the future. As a Faculty of one of the oldest universities in Germany, our aim is to continue to be recognized internationally as an excellent location for economic research and teaching. To this end, we focus on the following strategic goals:

- Attracting top researchers and outstanding young scientists at all career levels
- Increasing the quality and number of peer-reviewed publications in the world’s leading publication outlets and increasing third-party funding success
- Increasing in the number of applicants for our undergraduate degree programs and expanding our education offers to address the issues and problems of tomorrow’s society as a contribution to the provision of services of general interest
- Continuously further developing our study programs and teaching formats, whether face-to-face, digital or hybrid
- Strengthening our pioneering role in the transfer of scientific results into practice
- Improving and increasing the efficiency of our Faculty’s processes in all areas of study, from Faculty marketing, the application process, commencement of studies, student advisory services, examination procedures to alumni management
- Enhancing internationalization, diversity, equality and inclusion in all areas of Faculty life

## Mission of the Faculty of Economics and Management Science

We investigate economic behavior and interrelationships with the aim of creating the basis for decision-making in politics and business. Excellent research enables us to impart insights and competences that our students will contribute to society in the future.

Guided by our research, we teach economics and business degree programs in all their diversity and with interdisciplinary references. We offer excellent teaching for students not only from the region, but also from Germany, Europe, and worldwide. We support and encourage talented students of all ages from their first year of study, through their academic qualifications, to their professional development. We are constantly developing our curricula in order to improve the topicality and relevance of the material taught as well as the learning success of our students.

We research and teach independently, impartially, and openly. We produce and share scientific results and thus make our contribution to the sustainable management of current challenges facing our society.

We maintain an attentive, trusting and respectful relationship with each other. University life is characterized by the diversity of people, opinions and interests. We are committed to this ideal.

## **Vision of the Faculty of Economics and Management Science for 2030**

The Faculty of Economics and Management Science is one of the leading university institutions in economics in Europe and is considered the best in Central and Eastern Germany. We conduct basic and applied research at a top international level and our teaching enables our students to take on leadership roles in the society of tomorrow. As one of the largest faculties of economics in Germany, we are also a point of contact for social and political actors.

The strategy, mission and vision are followed by the profile and structure of the Faculty of Economics and Management Science.

### **1.2 Profile and Structure of the Faculty of Economics and Management Science**

The structure of the Faculty appropriately reflects the skills required to work in the interdisciplinary field of sustainable economy. The Faculty currently comprises 36 professorships and university lecturers, which are grouped into 12 institutes. The professorships and institutes of the Faculty of Economics and Management Science are divided into the groups of Business Administration (BWL), Economics (VWL), Information Systems (WINF) and Sustainability Management (NHM). Interdisciplinary cooperation in teaching and research is a matter of course, as is collaboration with a wide range of partners within and outside the university.

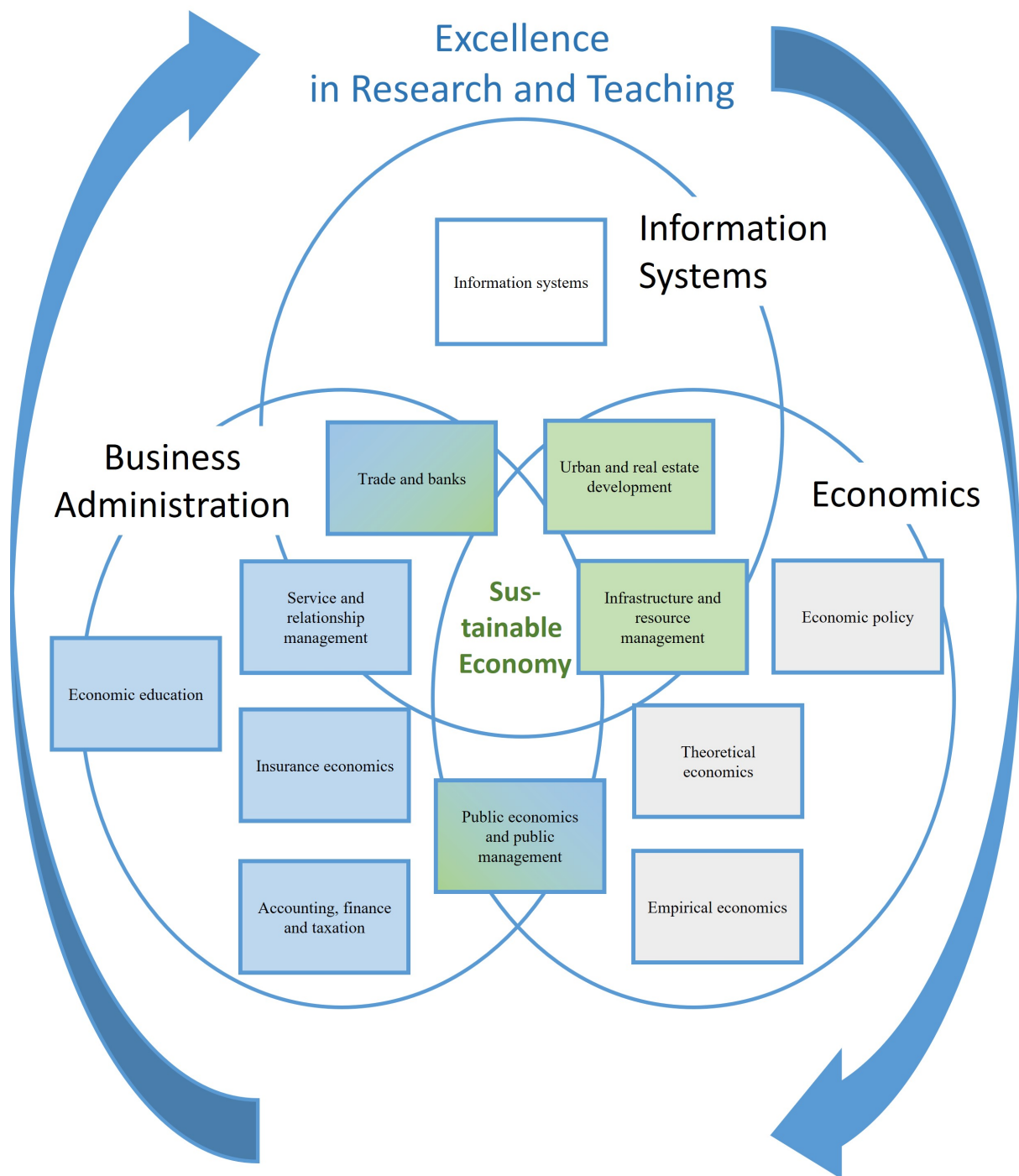


Figure 1: Institute structure of the Faculty of Economics and Management Science with the subject groups Business Administration (highlighted in blue), Economics (highlighted in gray), Information Systems and Sustainability Management (highlighted in green), with partial overlaps.

### 1.3 Strategy and planning for dealing with vacant professorships with a focus on tenure track

The Faculty of Economics and Management Science understands a *sustainable economy* to mean a way of private and public economic activity that protects the natural foundations of life and is geared towards intra- and intergenerational justice. In this sense, sustainability has been a cross-cutting topic in research and teaching for decades and is consequently reflected in the structure of the Faculty. Table 1 illustrates the Faculty's strategic appointments in this profile-forming area, which complements the cornerstone professorships in economics and business informatics. While the individual areas of the Faculty could be assigned here, Table 1 is limited to the professorships that focus on sustainability issues and were appointed no earlier than 2008.

In addition to focusing on sustainable economy, the Faculty of Economics and Management Science has placed an emphasis on tenure-track professorships when making appointments. There are currently three tenure-track professors in the Faculty:

- Professor Happ (Vocational education with a focus on economics; W2 with TT W2; appointment 2021),
- Junior Professor Häckl (Health Economics and Management; W1 with TT W2; appointment 2022) and
- Junior Professor Hänsel (Nature's Values; W1 with TT W2; appointment 2023).

A further four tenure-track professorships are scheduled to be filled in the short to medium term:

- the Professorship of Applied Public Economics (W1 with TT W3);
- the Professorship of Public Management (W1 with TT W2);
- the professorship for Insurance Management (W1 with TT W3), which is funded by a donor for the first five years;
- - the professorship for International Macroeconomics (W2 with TT W2) established as a joint appointment with the IWH.

Between 2022 and today, in addition to these tenure-track professorships, a further eight non-tenure-track professorships have been advertised with the aim of recruiting particularly distinguished academics for the cornerstone professorships and profile-forming professorships. One example is the Professorship of Water Management and Climate Adaptation, which will be responsible for the implementation and further development of the Joint International Master's Program in Sustainable Development. Another example is the professorship of Public Economics. An excellently trained academic with a proven

Year of appointment	Professor	Denomination	Research areas
2008	Thomas Bruckner	Energiemanagement und Nachhaltigkeit	techno-economic optimization of climate-friendly energy systems and energy markets
2008	Erik Gawel	economics, esp. institutional economic environmental research	Environmental and Energy Economics, New Institutional Economics, Public Finance
2011	Daniela Thrän	Bioenergy Systems	renewable energy, bioeconomy, biomass resources
2014	Ulf Papenfuß	Public Management	sustainable Public Corporate Governance, Governance-Innovations and sustainable change in digital transformation processes
2015	Gregor N.F. Weiß	Sustainable Banking	Banking business, insurance economics, actuarial science, quantitative risk management
2018	Paul Lehmann	economics, esp. Environmental and Energy Economics	economic analysis of energy transition on national and international levels
2018	Martin Quaas	Biodiversity Economics	sustainable use of natural resources, conservation of biodiversity with economics instruments
2022	Dennis Häckl	Health Economics and Management	Finance of the health care system, Morbidity-oriented risk structure compensation, economics of civilization diseases
2023	Benjamin Friedländer	Public Management	sustainable communal management of public expenditures, reform of the public sector, taxation and coordination of public and civil organizations
2023	Martin Hänsel	Nature's Values	Sustainability Transformation of the Economy, Climate Economics, Economics and Valuation of natural resources, integrated assessment modeling
2023	Melanie Krause	Sustainable Urban and Real Estate Development	urban and regional development, economic questions of growing cities globally, income inequality in cities
2023	Marie Young-Brun	Quantitative Macroeconomics	Impacts of climate change and environmental policies on economic growth, welfare and distribution
exp. 2024	NN	Didactics of sustainable teaching and learning in economy, technology and households	appointment in progress, appointment to ZLS empirical vocational and business education, development of study programs

Table 1: Professorships at the Faculty of Economics and Management Science, whose focus is on sustainability issues and who were appointed since 2008.



track record in research is to be recruited for this key area of economics. This requires a correspondingly attractive offer in this competitive market segment with global competition.

Between 2025 and 2030, four cornerstone professorships in the field of business administration and business informatics will need to be filled due to the retirement of the current holders. No tenure track is currently planned for these professorships in order to maintain the core subject area of economics and thus guarantee a full economics education with a focus on content. In the field of business administration, these are as follows:

- Professorship for Business Administration, in particular Controlling and Internal Accounting (W3, 2027)
- Professorship for Innovation Management/Economics (joint appointment with Fraunhofer IMW, W3, 2028)
- Professorship for Human Resources Management (W3, 2028)

In the field of Information Systems, this is the professorship for Information Systems, formerly Software Development (W3, 2027). The denomination of the professorship and its orientation are still to be worked out within the IWI in coordination with the other groups in the Faculty, but also in computer science. Maintaining the focus on software development is not ruled out.

Should the Breathing Nature excellence application be successful, the professorship concept of the Faculty of Economics and Management submitted to the Rectorate envisages the establishment of the professorship for Sustainable Financial Markets (W1 with TT W2) in cooperation with the IWH, whereby the W1 phase will be financed by the IWH, but the W2 professorship, including personnel and spatial resources, must be additionally allocated to the Faculty by the Rectorate.

It has proven successful for the Faculty – and in economics in general – to advertise professorships broadly in the established disciplines in order to attract a large field of highly qualified applicants. The advertisements contain specific references to the content profile of the Faculty. When selecting applicants, the Faculty can then pay attention to the particularly high qualifications and select from the best-qualified individuals those who particularly match the Faculty’s subject profile.

In addition to filling professorships, the Faculty sees advantages in individual cases when it comes to reducing the number of academic staff positions. As the termination of fixed-term appointments also means a reduction in qualification positions, the Faculty is striving for a procedure according to which clear criteria for the termination of fixed-term appointments are to be formulated. In this context and by using the tenure-track program, there are special opportunities to further enhance the Faculty’s profile within the framework of the targeted international call for applications.

## 2 FOCUS ON RESEARCH

### Building Leipzig University's profile: On the way to becoming an Excellence University

The Faculty of Economics and Management Science supports Leipzig University's goal of succeeding in the current Excellence Initiative of the German federal and state governments and acquiring the two Clusters of Excellence that were invited to submit full proposals in February 2024: Leipzig Center for Metabolism and Breathing Nature. On this basis, Leipzig University also strives to successfully apply for the status of an Excellence University. The Faculty of Economics and Management Science is striving to make a significant contribution to these goals. With tenure-track Professor Dr. Dennis Häckl, it is contributing its expertise in health economics to the Leipzig Center for Metabolism. With Professor Melanie Krause, Ph.D., Professor Dr. Martin Quaas, Dr. Nadja Rüger and Professor Dr.-Ing. Daniela Thrän, three professors and one senior scientist from the Faculty of Economics and Management Science are involved as applicants in Breathing Nature. With Professor Dr. Thomas Bruckner, Junior Professor Dr. Martin Hänsel, Professor Dr. Thomas Steger and Professor Dr. Bernd Süßmuth, four other professors from the Faculty are named in Breathing Nature's successful preliminary application.

### Profiling the Faculty of Economics and Management Science: Excellence in research and teaching for a sustainable economy

The Faculty's motto is *excellence in research and teaching for a sustainable economy*. It focuses in particular on the transfer of research results for the purpose of a sustainable economy.

In substantive terms, *sustainability* means protecting the natural foundations of life (in particular an intact climate and biodiversity) for the benefit of future generations, providing and maintaining human-made common goods (in particular urban infrastructure and facilities of general interest) in addition to natural ones, and paying particular attention to issues of intra- and intergenerational distribution at various levels. We examine the economy across the entire spectrum, from the corporate side to the public sector to economic policy (especially monetary policy, finance and regional economic development) and financial markets. In our research and teaching, we also include the ecological, social and technical dimensions of a sustainable economy. We also see sustainable management in terms of the sustainable design of products and services and with regard to corporate structures and value chains as an essential task of entrepreneurial activity.

We develop methods in economic theory, business informatics, statistics and econometrics in order to advance research into the sustainable economy at a top international level.

On this basis, the Faculty combines economic, ecological, technical and social know-how in the processing of future-oriented research questions in the sustainable economy.

In recent years, the Faculty of Economics and Management Science has achieved a high level of international visibility through the strategic orientation of its research, particularly in research on the sustainable economy.

## 2.1 Internationally visible research

The Faculty's research is aimed at **high-ranking, internationally visible publications**. The various specialist groups of the Faculty publish according to the standards of the respective scientific communities. These standards are not easily comparable. In 2019, the Faculty therefore agreed with the Rectorate on an interdisciplinary metric that evaluates publications in a comprehensible manner. For this purpose, a citation-based evaluation of the publication organs based on the Source Normalized Impact per Paper (SNIP) was used, as this evaluation takes into account the subject-specific differences in citation practice by standardizing the number of citations per publication in a journal to the citation potential in the respective field. The weight of a citation is thus higher for a journal that belongs to a field in which fewer citations are generally made than in others. Scopus provides the Source Normalized Impact per Paper for peer-reviewed journals, so that independence and traceability are also guaranteed here. The metric and benchmark are intended to capture the publication performance of the Faculty, not its size. We have therefore used publication output per capita as a metric. Specifically, the metric is the number of publications by professors and lecturers in the Faculty of Economics and Management Science recorded in Scopus per capita and year, weighted according to the Source Normalized Impact per Paper provided by Scopus for the journal in which the publication was published.

In 2019, we set a target value for publication performance in subsequent years to achieve the publication performance of the Faculty of Economics and Management Science averaged over the past five years, following the above metric, minus one standard deviation. Figure 1 shows the publication output for the years 2014-2018 (reported in 2019), as well as the current data (up to 2023). The time series differ due to the different group of people, as we have gained new professors in the meantime.

The Faculty aims to achieve at least the average publication performance of the Faculty of Economics and Management Science over the past five years, according to the above metric, minus one standard deviation. This is a value of 2.7 SNIP points per capita.

Extensive activities as **editors** of leading specialist publications also contribute to the visibility of the Faculty. For example, the editorial office of the journal *Electronic Markets* has been based at the Institute of Information Systems since 2007. *Electronic Markets* has been included in the Social Science Citation Index (SSCI) since 2010 and has since

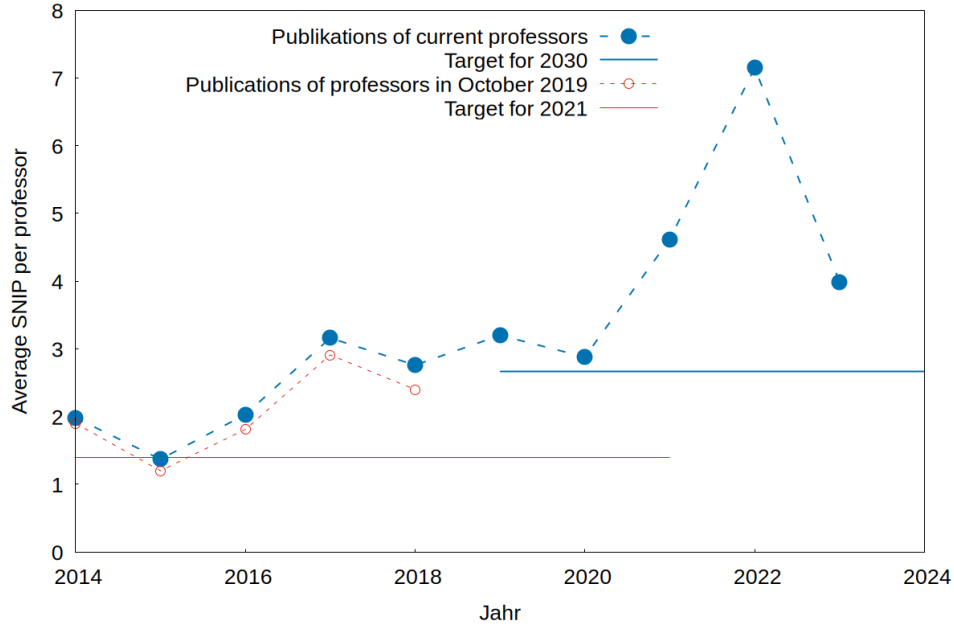


Figure 2: Publication output of the Faculty of Economics and Management Science, measured using the metric agreed between the Faculty and the Rectorate in 2019 and the annual target value by 2030.

increased its Clarivate Impact Factor to 8.5. Other editorships include Energy, Sustainability and Society (Editor in Chief, Springer), and numerous co-editorships, for example with Environmental and Resource Economics (Springer). Nationally visible is the editorship of the Yearbook of Public Finance (Prof. Lenk), which will be established as a specialist journal from 2025 (previously a publication series). Also important for international visibility in the field of information systems is the organization of scientific tracks at leading scientific conferences, e.g. International Conference on Information Systems 2020, 2021, 2023, 2024 and Hawaii International Conference on System Sciences (continuously since 2019). The Faculty aims to remain visible in the future through its editorship of important publications.

## 2.2 Third-party funded projects

The Faculty has achieved **extensive third-party funding success** in many areas, including business informatics, sustainability management, finance and knowledge transfer. The Faculty has been successful with the EU in the context of Horizon calls, the BMBF, a number of other federal ministries, the SMWK and other state ministries, as well as increasingly with the German Research Foundation.

Extensive current third-party funded projects include in particular Trimodal 5G Pioneer Region Leipzig North LOGISTIK-IT-AUTOMOTIVE (Tri5G; BMDV, 2021-2024, EUR 0.8 million), the experimental field for data-driven networking and digitization in agriculture (EXPRESS; BMEL, 2019-2024, EUR 2.0 million), the field swarm Ecosystem Autonomous Control Systems and Remote Monitoring Systems (RUBIN; BMBF, 2023-

2026, EUR 1.5 million) and a cooperation with the Chair of Taxation in the InnoTeam Digital Tax Compliance Management (DigiTax, 2024-2027, EUR 1.5 million). EUR) and a cooperation with the Chair of Taxation in the InnoTeam Digital Tax Compliance Management (DigiTax) for the digitalization of tax processes (SAB, 2024-2027) and with the Faculty of Medicine for the integration of sensor technology for the analysis of sleep quality in the context of quality of life measurement (BMWK, 2023-2025). In 2017 and 2018, EUR 2.2 million was invested in the Logistics Living Lab. The Faculty aims to continue to raise a comparable amount of third-party funding for application-oriented research in the field of business informatics and, in particular, to consolidate and expand the research group in the Logistics Living Lab as a platform for innovation, demonstration and collaboration in IT-supported logistics.

The Institute of Public Finance and Public Management is involved in the interdisciplinary cross-Faculty and cross-university Research Institute for Social Cohesion (FGZ), which carries out research and transfer work at eleven locations across Germany (2019-2029). Third-party funded research groups have been established at the Institute for Infrastructure and Resource Management, which acquire and work on transfer-oriented, interdisciplinary and transdisciplinary projects. In projects such as TransMiT, Leipziger BlauGrün or Exportinitiative Umweltschutz, sustainability-relevant challenges from practice (e.g. sponge city transformation, resource efficiency, water management) are investigated. The Faculty aims to continue and expand interface research in both areas.

There are some particularly visible third-party funded projects at the Faculty that are explicitly related to sustainable management. Of particular note here is the junior research group Policy Strategies for Overcoming Ecological Conflicts in the Energy Transition (MultiplEE), which our junior professor Dr. Paul Lehmann acquired from the BMBF as part of FONA / Socio-ecological Research. The Faculty aims to establish at least one further junior research group of comparable quality by 2030.

The ECO-N Research Training Group, which is funded by the DFG from September 2024, is another visible project with a clear focus on sustainability. The Faculty aims to successfully implement ECO-N and successfully complete the first two cohorts of doctoral students before 2030 and significantly promote their careers in science and society. The Faculty is also aiming to successfully acquire a second phase of ECO-N.

To achieve these goals, the Faculty is planning the following measures:

- In the upcoming appointments, attract top researchers who can be expected to publish internationally in leading journals and who can acquire further internationally visible research projects from prestigious funding bodies, such as the ERC.
- A senior professorship for Professor Dr.-Ing. Bodgan Franczyk to lead important third-party funded projects in the field of business informatics.

- To support further junior research group applications and to promote them together with cooperation partners, in particular the UFZ.
- To submit an application for a Research Training Group in the field of Information Systems (with funding from the BMBF or DFG).

### 2.3 Close cooperation with affiliated institutes and scientific institutions in the region and joint projects with other faculties and research institutions

The Faculty is currently working closely with the scientific institutions located in the region. These are primarily the Helmholtz Center for Environmental Research, the Leibniz Institute for Economic Research Halle (IWH), the Leibniz Institute for Regional Geography and the Fraunhofer Center for International Management and Knowledge Economy. There are two joint appointments with the Helmholtz Center for Environmental Research, both in the field of sustainability management. In addition, there are three junior professorships appointed in cooperation with the IWH.

The Faculty of Economics and Management Science aims to expand its cooperation with institutes in the region. In particular, the Faculty is aiming to appoint further joint professorships with the IWH by 2030, including three permanent W2 professorships in connection with the Excellence Initiative. Furthermore, a junior professorship has been established in cooperation with the Institute of Insurance Science at Leipzig University (IfVW), which takes up the Faculty's work through its strategic positioning and deals with both basic and application-oriented research in the field of climate risks from an insurance perspective.

The Faculty contributes to the Center for Scalable Data Analytics and Artificial Intelligence, ScaDS.AI Dresden/Leipzig, via the Department of Information Systems.

The Faculty of Economics and Management Science is involved in the German Center for Integrative Biodiversity Research (iDiv) Halle-Jena-Leipzig via the professorship of Biodiversity Economics and has made a significant contribution to the successful acquisition of current funding from the German Research Foundation.

A further milestone in the successful funding of visible collaborative projects was the successful acquisition of the Economics of Connected Natural Commons: Atmosphere and Biodiversity (ECO-N) Research Training Group from the German Research Foundation (DFG) under the leadership of the Faculty. The Faculty of Economics and Management Science aims to acquire further visible and profile-building collaborative research projects by 2030, either as a lead partner or as a central partner. These include in particular

- the two Clusters of Excellence Leipzig Center for Metabolism and Breathing Nature,
- a second funding phase of the Research Training Group ECO-N (DFG), and

- a research training group in the field of business informatics (BMBF or DFG).

The following measures are planned:

- Close research networking of the Faculty with the sister faculties of Life Sciences, Medicine, Physics and Earth System Sciences.
- Consideration of AI (e.g. via the Department of Information Systems and the Center for Scalable Data Analytics and Artificial Intelligence, ScaDS.AI Dresden/Leipzig) in the planned GenAI Academy in the insurance industry at the IfVW
- Cooperation with business clusters and business development institutions: The Faculty is positioned as a knowledge partner in the business clusters of the city of Leipzig and Central Germany via the Business Administration and Business Informatics departments. We are increasingly focusing on the expansion of cooperative innovation projects with the local economy and make an active contribution to the promotion of innovation (e.g. IQ Innovation Award Central Germany)

### 3 FOCUS ON TEACHING

#### **Building the profile of the Faculty of Economics and Management Science: diverse range of courses and attractive supervision**

The Faculty of Economics and Management Science currently educates more than 2,000 students, 43% of whom are women. Degrees are offered in three Bachelor's degree programs, B.Sc. Economics, B.Sc. Business Informatics and B.Sc. Business Education (discontinued), in five consecutive Master's degree programs, M.Sc. Business Administration, M.Sc. Economics, M.Sc. Business Informatics, M.Sc. Business Education and the international degree program M.Sc. European Financial Markets and Institutions, which started in the winter semester 2023/24. In addition, there are four continuing education Master's degree programs, which are mainly offered by the Business Administration department: M.Sc. Joint International Master's Program in Sustainable Development, M.Sc. International Energy Economics and Business Administration, MBA Small Enterprise Promotion and Training (SEPT) and MBA Insurance Management. On average, around 500 students graduate from the Faculty each year.

The Faculty is involved in the training of teachers for vocational schools as an important contribution to public services by being responsible for the subject area of Business and Administration since winter semester 2022/23 and contributing to the subject area of Health and Care since winter semester 2023/24. In addition, the Faculty is home to the Chair of Didactics of Sustainable Teaching and Learning in Business, Technology and Home Economics, which is responsible for the Business, Technology, Home

Economics/Social Studies teaching degree and plays a key role in training teachers for vocational orientation at secondary schools.

### 3.1 Quality assurance in teaching

All courses at the Faculty of Economics and Management Science are evaluated by the students every three years. An evaluation plan exists for this purpose, which documents the fulfillment of the requirements according to the evaluation regulations of Leipzig University and is updated accordingly. The results of the student surveys on the courses are used by the lecturers to regularly review the quality of their courses. A course evaluation is carried out at least every four years. The results of the course evaluation are included in the teaching report. The course evaluation serves as a basis of information for the course director(s) for the continuous development of the course and, if necessary, for curricular adjustments. The corresponding results are regularly included in the teaching report. In addition, the key and structural data, which contain various indicators for individual degree programs (e.g. admission capacity, graduates, first-year students), form an essential basis for the self-reports of the degree programs and the Faculty teaching report. As part of the teaching report process, the focus is primarily on assessing the graduation rate in the standard period of study plus two semesters in order to assess academic success. The self-evaluation report provides the opportunity to assess the quality of the degree program and identify potential for improvement, which is recorded in a catalog of measures. The course evaluation, the degree program evaluation and the self-reports each form the basis for the external assessment of a degree program. The external assessment of degree programs is carried out for each degree program every eight years. The aim of the evaluation of a degree program is to assess the quality of the degree program by a panel of experts. The reviewers assess, for example, the subject profile, the sustainability and the transition prospects for students after completing the degree programs. The reviewers' assessment reveals potential for improvement, which is also recorded in a catalog of measures. The B.Sc. in Economics, B.Sc. in Business Informatics, M.Sc. in Business Administration and M.Sc. in Business Informatics are already accredited internally as part of Leipzig University's system accreditation. In the future, accreditation is to be supplemented at international level by the Association to Advance Collegiate Schools of Business (AACSB).

Furthermore, a quality management commission was set up in 2015, which is responsible for developing the mission statement and quality objectives for teaching at the Faculty. The commission meets at least once a semester to discuss the goals defined in the mission statement and adapt them if necessary. It also discusses how to deal with current developments (e.g. the use of AI in teaching).

The Faculty is a university-wide pioneer in the use of the AlmaWeb campus manage-



ment system and uses the underlying CampusNet software the most compared to other faculties. It thus actively contributes to its continuous further development.

### 3.2 Mission statement for teaching

The mission statement and quality objectives for teaching at the Faculty of Economics and Management Science were first adopted in 2016 and are updated regularly. It formulates Faculty-specific guiding principles for teaching and requirements for good teaching practice. The cross-degree program quality objectives are part of the self-documentation as part of the external assessment and are also included in the Faculty's teaching report. The core idea of the mission statement is the common understanding that research and teaching are mutually dependent. Their connection is an essential characteristic of university science. The Faculty strives for a balanced relationship between research and teaching, participation and the acquisition of skills. The development of students' professional, methodological, social and personal skills during their studies is a process with increasing participation in research. In the degree programs, students acquire the necessary skills to successfully prove themselves in non-university professions with an economic focus. The development of skills for participation in research through to independent, responsible research at a high academic level is supported. In line with the interdisciplinary approach of the Faculty, teaching and research are interdisciplinary. In order to remain attractive to prospective students, the Faculty is continuously developing its range of courses and, if necessary, designing new courses. It pursues the long-term goal of ensuring a broad and attractive range of compulsory electives in all degree programs in order to enable students to pursue a variety of specializations. The Faculty guarantees its students that the intended course content is provided in a studyable manner in order to enable them to graduate within the standard period of study. It promotes and integrates stays abroad through study abroad windows and a transparent recognition policy and is expanding its English-language courses. An interdisciplinary education is also made possible through appropriate networking of business and economics courses with courses from other faculties through subject cooperation agreements.

By 2030, the Faculty of Economics and Management Science aims to

- to increase the number of qualified applicants across the Faculty, contrary to the national trend
- to maintain the high enrollment figures in the Master's degree program in Business Administration, which currently stands at over 120 students per winter semester
- to increase the number of qualified applicants, shorten the duration of studies and improve the graduation rate, particularly in the Master's degree program in Economics

- to focus the Master's program in Economics more strongly on the area of sustainable business in order to increase its attractiveness for students interested in this field
- to increase awareness of the degree program in Business Administration as a teaching degree for vocational schools in Central Germany and thereby increase the number of qualified applicants
- to permanently establish the range of courses for the international Master's degree program European Financial Markets and Institutions, which will be launched in 2023/24, and to secure continued funding for the program from the Franco-German University
- to expand the range of continuing education courses to address current issues and problems in society and to maintain the high numbers, particularly in business administration continuing education courses
- to increase the proportion of English-language courses in both Bachelor's and Master's programs

The following measures are planned for the development of degree programs and curricula

- completing the accreditation process with the AACSB
- establishing course-specific entrance surveys to provide the basis for evidence-based course guidance
- increasing the attractiveness for international students by establishing additional English-language modules in the Bachelor's programs and conducting the selection interviews in the Master's generally in English and online formats
- improving the profile formation in the Master's area of Economics, especially in the area of sustainable management,
- implementing a stronger profile and expansion of elective options in the Bachelor's degree program in Information Systems and increase the international visibility, competitiveness and attractiveness of the Master's degree program in Information Systems
- strengthening the area of sustainability management by integrating newly appointed professorships into curricula

### 3.3 Promotion of early-career scientists

The Faculty of Economics and Management Science of Leipzig University is actively involved in the Graduate Academy Leipzig with the Central-German Doctoral Program Economics (CGDE). This permanent doctoral program is an inter-university cooperation involving the universities in Dresden, Halle, Jena, Leipzig and Magdeburg. Following this example, the Faculty established a joint doctoral program for the subjects of business administration, business education and business informatics in close cooperation with Chemnitz University of Technology, Dresden University of Technology and Freiberg University of Technology in 2018. At the Institute of Public Finance and Public Management, two cooperative doctoral projects were realized in cooperation with the Berlin Court of Audit (level: President) until 2024, which are characterized by a special combination of science and practice. This form of support for young talent is to be continued on a permanent basis. The IWI continues to participate in the Inter-University Doctoral Seminar (IUDS) of the business informatics courses at universities in Central Germany (TU Chemnitz, TU Bergakademie Freiberg, TU Dresden, Friedrich Schiller University Jena, TU Ilmenau). The IWI intends to increasingly host the IUDS by 2030.

The Faculty of Economics and Management Science aims to create even more attractive conditions for a doctorate at the Faculty by 2030 and to further increase the career opportunities of its early-career researchers. The following measures are planned to achieve this:

- securing funding for the Faculty's doctoral programs
- expanding the course program of the inter-university doctoral program CGDE (general and permanent doctoral program in economics) and develop it into a fully-fledged, structured doctoral program
- establishing the ECO-N Research Training Group

## 4 FOCUS ON TRANSFER

### Profile development of the Faculty of Economics and Management Science: strengthening the pioneering role in the transfer of scientific results into practice

The Faculty's research profile forms an ideal basis for engaging in a broad-based discussion on the sustainability transformation of the private and public sectors. The Faculty should shape an active debate on the role of services of general interest in society and support entrepreneurial commitment to social development. This not only enables the development and transfer of innovative solutions, but also promotes a better understanding

of how the university as a whole can make a significant contribution to social development and decisively strengthen social cohesion and thus Germany's competitiveness. The Faculty strives for a close exchange with business practice in order to work on practical issues on the one hand and to ensure the effective transfer of research results into application on the other. We set five cornerstones in our transfer strategy:

- Public Living Labs for participatory knowledge production
- Service learning and academic continuing education for future-oriented skilled worker development
- Start-up support for the entire university
- Visibility of our experts in committees and the media
- International university cooperation for the development of transfer structures

We focus on participatory knowledge production that actively involves our partners from public services and the private sector in our research and development processes and, above all, uses their experience in the implementation of research and development collaborations. Our Public Living Labs include the Competence Centre for Municipal Infrastructure in Saxony (KOMKIS), the Logistic Living Lab, the Innovative Digital Lab at the edge of the field, the Process Living Lab and the decentralized real-world labs as part of the Transferrauminitiative to strengthen the action competence of municipalities. They give our partners in the field access to modern knowledge and technologies and enable them to test these under scientific supervision.

The need for skilled workers in all areas of society is enormous. In addition, there is a shortage of entrepreneurs and visionary bureaucrats or entrepreneurs who tackle fundamental problems and proactively develop innovative solutions. Our students generate concrete solutions for key social challenges as part of service learning projects during their studies. This enables an early transfer of talent to public service institutions and companies. The Faculty's institutes and centers offer various continuing education courses as part of a Professional School to enable lifelong learning for managers and employees.

The Institute for Applied Informatics (InfAI), which is recognized as an affiliated institute of Leipzig University, is an important and established format for knowledge transfer and practice-oriented research in business informatics. More than 100 academic staff work at InfAI on individual and joint projects, making it an important backbone of applied business informatics research. Leipzig Information Systems maintains numerous contacts with companies and administrations in Leipzig, the region and beyond. Within this framework, numerous internships have been and continue to be carried out by business informatics students and theses are being written. These activities often form the basis for the subsequent employment of Business Information Systems graduates. Business

Informatics has also established the Association of German-speaking Business Informatics (Die Wirtschaftsinformatik e.V.) in Leipzig in 2021, thereby increasing the visibility of the location in the discipline.

University teachers, scientists and students from all faculties are intensively supported by the SEPT Competence Center's SMILE start-up initiative in the development of start-up projects and the development of entrepreneurial skills. With SMILE, the Faculty contributes to the central transfer services of Leipzig University.

Over the last ten years, our focus on sustainability management, infrastructure economics and the public economy has gained high visibility both nationally and internationally through our involvement in high-profile advisory boards, e.g. the Intergovernmental Panel on Climate Change (IPCC), the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES), the IEA Bioenergy Task 40 (Bioenergy Trade) and the German Federal Government's Bioeconomy Council (BÖR). Regular articles by our experts appear in FAZ, FAS, Welt, NZZ, Spiegel, Focus, Börsenzeitung, MDR, RTL, BBC, Nikkei and VoxEU. The media presence is to be further expanded in cooperation with the university's media editorial team.

In addition to the regional and national focus, we also pay attention to the international dimension of knowledge transfer and strengthen the establishment of subject-specific transfer centers, such as the ACCESS Center of Excellence for Development Cooperation in Africa, as part of Faculty and university collaborations. The Faculty aims to achieve the following by 2030:

- further developing the support structures for transfer services such as the SEPT Competence Center and its start-up initiative SMILE and the Competence Center for Municipal Infrastructure in Saxony (KOMKIS) to expand start-up support at Leipzig University with a volume of up to EUR 2 million by 2030
- establishing itself as a pioneer in the development and operation of living labs at Leipzig University and in eastern Germany
- expanding its academic continuing education programs as part of a university-wide Professional School
- increasing the national and international visibility of its experts and promote their participation in high-caliber advisory bodies
- strengthening the continuous exchange with the regional economy and the international dimension of knowledge transfer, especially in the context of the Excellence Initiative
- establishing self-supporting innovation structures and processes between municipalities and research.

- successfully implementing phase 2 of the ACCESS Center of Excellence for Development Cooperation with total funding of EUR 4.5 million until 2029
- applying for phase 2 of the funding of the Transferrauminitiative Handlungskompetenz der Kommunen Stärken with a possible total funding of EUR 6 million
- expanding links to the MBA continuing education program at the IfVW in order to strengthen knowledge transfer through the IfVW affiliated institute, e.g. through the Sustainability Academy

The following measures are planned:

- cooperation with the city of Leipzig and the surrounding districts to support the development of a sustainable economy is being expanded
- our living labs and competence centers depend on the availability of transfer space. For SMILE, the negotiations with LGH (a subsidiary of the City of Leipzig) to rent space in Hall 7 of the Baumwollspinnerei should be successfully concluded
- the Faculty proactively supports Leipzig University in the bundling and positioning of continuing education programs within the framework of a Professional School (e.g. offering certificate courses)
- as part of the university and in negotiation with the SMWK and the SMWA, the permanent funding of the SMILE start-up initiative is secured as a central transfer service
- the cooperation agreement with GISA on the departure of the holder of the professorship for WINF, in particular software development, is to be continued
- the Faculty plans to set up an advisory board with external personalities from (regional and national) business practice and representatives of external research institutions in the form of a sounding board.

## 5 FOCUS ON RESOURCE BASE

### Profile development of the Faculty of Economics and Management Science: resource base for research and teaching that the Faculty creates and needs

From the Faculty's perspective, the goals in the areas of research, teaching and transfer can only be achieved with a sustainably developed resource base. The Faculty considers (i) internationalization, (ii) equal opportunities, (iii) digitalization and (iv) an excellent infrastructure to be key resources. These individual elements of the resource base are discussed below.

#### 5.1 Internationalization

The number of international students at the Faculty has increased significantly in recent years. The number of courses taught in English has steadily increased and final theses can also be written in English. On the other hand, more and more students are also planning to spend time abroad, in the form of semesters abroad at other universities and also in the form of internships completed abroad. The international Master's degree programs (MBA SEPT, Joint International Master in Sustainable Development) make a decisive contribution to achieving the university's goals in the area of students in international continuing education programs.

The Faculty aims to improve the conditions for international students (see focus on teaching). The following measures are planned

- enabling online participation in examination formats that previously required face-to-face attendance, so that students do not have to interrupt their stay abroad (which can be associated with considerable costs) or have to start later or finish earlier, provided this is justifiable in terms of examination law and can be afforded in terms of capacity
- conducting selection interviews are in English and in online video format, as a rule
- further expanding the range of courses taught in English and open up the Joint International Master in Sustainable Development to other Arqus partners. The University of Graz is already an Arqus partner and we are aiming to gain further partners
- IWI is planning to expand its cooperative relationships with the partner universities of the Arqus European University Alliance. Among other things, the focus is on the implementation of so-called mobility windows, which are firmly embedded in the

curriculum of a degree program and thus ensure that students can better plan their stay abroad. There are also plans to coordinate content at course level in order to ensure that modules can be credited across locations.

We see accreditation by the internationally recognized organization for the accreditation of business schools, the Association to Advance Collegiate Schools of Business (AACSB), as a key instrument for promoting internationalization. AACSB-accredited business schools are among the best in the world. Membership of this renowned international network can therefore increase the visibility of our Faculty not only throughout Germany, but also internationally and increase the confidence of international students in our degree programs. Furthermore, accreditation by the AACSB helps to attract more international doctoral students to the Faculty and to increase the Faculty's attractiveness as an employer for top international researchers.

Naturally, the University's research is also internationally oriented and internationally visible (see Research focus). A number of third-party funded projects in international cooperation are funded by the EU (Horizon2020) and the DFG (in cooperation with ANR and SNF). One example is the Belmont Forum project Integrated Analysis of Freshwater Resources Sustainability in Jordan (2013-2017), in which the Faculty is represented by Prof. Gawel, with Stanford University, King's College London, Université Laval, Québec, and the University of Jordan, Amman as further partners. The Faculty is striving to further expand its success in acquiring such internationally visible projects.

## 5.2 Equal opportunities

The Faculty of Economics and Management Science sees equal opportunities as part of a productive resource base for the Faculty and also as a central element of a sustainable economy. In connection with equal opportunities, the focus is on the areas of gender equality and equal opportunities, family-friendly universities, anti-discrimination and inclusion/accessibility.

In order to achieve gender equality and equal opportunities, the Faculty actively promotes the potential and perspectives of people in areas where they are underrepresented. The Faculty has a multidimensional understanding of diversity, which includes gender, international and social background, for example from educationally disadvantaged backgrounds. The gender-sensitive guidelines play a central role in current and future appointment procedures, as the Faculty aims to significantly increase the proportion of female university lecturers. In particular, qualified women are specifically approached and encouraged to apply for advertised professorships. In cooperation with the IWH, the Faculty is also aiming to appoint a highly qualified woman to a new W2 professorship with the help of the Leibniz Best Minds program. The t.e.a.m. program supports women in every qualification phase. It offers young female scientists (e.g. students, doctoral candidates



or junior professors) coordinated mentoring, workshops and networking opportunities in various program lines. In this context, workshops for employees, in particular lecturers and members of appointment committees, are also to be offered. With regard to a family-friendly university, the Faculty promotes the reconciliation of family and career for both students and employees through flexible working and study hours, the possibility of part-time and home office work and the provision of childcare facilities. It also creates a contemporary work culture that takes into account parental and care periods in employment biographies and supports the return to the workplace.

The Faculty strives to ensure access to and participation in teaching and study programs for everyone. In particular, we are committed to the barrier-free design of rooms, teaching materials and examinations. This also includes accessible forms. The Faculty promotes non-discriminatory teaching and learning through awareness-raising formats for teaching staff, managers and introductory events at the start of studies as well as the Code of Conduct on Fairness at WiFa. There are numerous advisory and support services at the Faculty and Leipzig University to which active reference is made. The voluntary work of the Equal Opportunities Officer is facilitated by relief measures (e.g. reduction in teaching load or material resources).

### 5.3 Digitalization

Digitalization is of central importance for a sustainable economy. From an economic perspective, it contributes to efficiency improvements (e.g. through digital processes), from an ecological perspective it contributes to an improved allocation of resources (e.g. via digital platforms) and from a social perspective it enables improvements in the quality of life and work (e.g. via solutions in the healthcare sector). From a technical perspective, the focus is on solutions that can be used reliably in the long term.

The Faculty of Economics and Management Science views the digitalization of teaching as a process that contributes to improving the quality of studies and teaching in the long term. In 2020, the Faculty updated its mission statement for teaching and, among other things, set the goal of (further) developing and using interactive, particularly digital, teaching and learning formats and has been actively implementing them ever since. In the same year, it supplemented the mission statement with a concept for the strategic further development of digital teaching at the Faculty. In this process, it is important to the Faculty that all stakeholders are involved in the digitalization of teaching. In addition to students (including the acquisition of relevant digitalization-related skills for economics) and lecturers (including the availability of digitalization-related skills relevant to economics and the didactically reflected use of digital tools and media), the heads of degree programs and study offices (including the introduction of digital mobility windows in the curricula of the degree programs and the further development of AlmaWeb) and the

Faculty heads (including the management of the digitalization process at WiFa) should also be mentioned here.

In the course of 2023, the Faculty discussed possible challenges and opportunities of language models based on artificial intelligence (AI) such as ChatGPT for teaching and studying in various events at an early stage. The aim is to promote the competent use of AI applications as both content and method for students and lecturers.

In 2024, the Faculty plans to coordinate and further develop the Faculty-specific digitalization strategy for teaching and studies with the university-wide strategy. Digital teaching helps to make studying and teaching more flexible and individualized for students. It is therefore a characteristic of the Faculty that the curricula are successively developed further in an ongoing process using digital methods. The courses on offer are almost completely supplemented by accompanying courses on online platforms (especially Moodle). In addition to course content, tasks are also increasingly being offered which students can use to practice the course content and as self-assessments. Courses can be offered either face-to-face or online, depending on requirements or other indications. Examination formats that have so far been based exclusively on the presence of the examinee are to be expanded so that participation in the form of presence or online is also possible, provided that the circumstances require this (e.g. stay abroad) and this is justifiable in terms of examination law and capacity.

The provision of the necessary technical infrastructure is essential for this. The Faculty was the pilot Faculty for the introduction of the integrated campus management system CampusNet in 2014 and has since made the greatest use of the functionalities of the software, known as AlmaWeb at Leipzig University, compared to other faculties and actively contributes to its further development. For example, for the summer semester 2023, it was introduced for all consecutive Bachelor's and Master's degree courses at the Faculty that final theses are submitted by students exclusively electronically via AlmaWeb and made available to examiners via AlmaWeb. The Faculty is also aiming to integrate continuing education courses into this process in compliance with data protection regulations. This example shows that AlmaWeb is now tailored to the needs of Leipzig University and functions reliably. The system still has potential for further development, e.g. in terms of accessibility and responsive design of the web portal. In the short to medium term, there is therefore no need to change; in the long term, continued support should be ensured by the company offering the system, Datenlotsen, and alternative providers of comparable software solutions should be considered.

The Faculty aims to homogenize the IT infrastructure of the entire Faculty, following the goals of Leipzig University's digitalization strategy and increasingly aligning itself with Leipzig University's IT governance.

## 5.4 Infrastructure

The Faculty has grown continuously in recent years, whether through additional positions allocated as part of the Future Contract, donor-funded professorships, joint professorships or cooperative appointments. The Faculty's third-party funding has also led to an increase in academic staff. So far, it has been possible to cover the Faculty's space requirements, as demonstrated by the 2021 space requirements assessment for Leipzig University. One of the ways in which this has been achieved is by the Faculty allocating so-called third-party-funded rooms specifically only for the duration of projects and then re-occupying them. However, it has become clear since 2023 that research success requires additional space. This includes, for example, the indicated space requirements for the DFG-funded Research Training Group ECO-N. In the transfer area, explicit space requirements have been registered for Leipzig University's SMILE start-up initiative, which is to be covered in Hall 7 of the Baumwollspinnerei in cooperation with the City of Leipzig's business development department. The other part of the SEPT Competence Center will be located in the new Global Hub building on Leuschner-Platz. Against this background, the Faculty will notify the central university administration at an early stage of new appointments and additional third-party funded projects that induce space requirements and take these into consideration during appointment negotiations.

## 5.5 Staffing

The Faculty guarantees newly appointed professors the minimum staffing levels in accordance with the Rectorate's decision. This means that W3 professorships receive 1.0 FTE academic staff capacity and secretarial support. The Faculty is committed to taking into account the teaching load of the professorships and, if there is a corresponding load, to an increase to 1.5 FTE. W2 professorships and junior professorships have not been staffed in the past. The Faculty therefore welcomes the fact that the current Rectorate is conducting appointment negotiations at least with W2 professorships. The Faculty is also endeavoring to do its part within the subject groups to make attractive appointments, given the resources available.

In the future, the Faculty aims to pool personnel resources in the non-scientific area in order to be able to assign secretarial capacities to junior professorships and W2 professorships, to guarantee substitution arrangements and to increase efficiency by focusing on administrative tasks. The previous model of the predecessor rectorate of assigning secretarial support exclusively to W3 professors is not considered sustainable in view of the increasing number of regulations and administrative workload.