



UNIVERSITÄT
PADERBORN



FACULTY DEVELOPMENT PLAN FACULTY OF BUSINESS ADMIN- ISTRATION AND ECONOMICS

2022 – 2024

FACULTY DEVELOPMENT PLAN

FACULTY OF

BUSINESS ADMINISTRATION AND

ECONOMICS

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1. MISSION STATEMENT

Excellence, relevance and responsibility in education and science

Mission 1: Promote continuous development and responsibility in education

We care about the continuous development of all our faculty members with mutual responsibility. We promote further development and mutual educational responsibility through the active co-creation of all faculty members and through the transparency of development paths across all stages of this development. For us, mutual educational responsibility also implies a chain of accountability in which more experienced students support less experienced ones, doctoral students take responsibility for undergraduates and postdocs take responsibility for doctoral students, and professors support their staff and students. Increasing responsibility is thus part of our personal development and prepares all of us for tasks in research, business and society as a whole.

Mission 2: Disciplinarity and transdisciplinarity

For us, excellence and relevance in economic sciences means that we not only play a pioneering role in management, taxation, accounting and finance, economics, information systems, business and human resource education and law, but also demonstrate interdisciplinary excellence through collaborations. We are convinced that the challenges of our time do not stop at disciplinary boundaries. We consciously think beyond the boundaries of individual disciplines in order to understand the formative challenges of our time holistically and to solve economically and socially relevant issues in a sustainable manner. In doing so, we are open to the varied subject cultures, theories and research methods of different disciplines and utilize their synergy potential to achieve holistic excellence.

Mission 3: Regionally connected and internationally networked

For us, regional ties and internationality are mutually dependent. Our cooperation network extends across all economic regions of the world. Just as we attract students and young scientists from the region, from the whole of Germany and internationally, in return we send students to universities all over the world and our graduates find their professional future in a regional, national or international environment. Our work - training academic specialists and managers and creating new knowledge - benefits the region, just as it does for many other hidden champions in the Ostwestfalen-Lippe (OWL) region.

Mission 4: Dialogue and mutual respect

Teaching, research and transfer are based on a constant dialogue among all members of our faculty, Paderborn University and society. This dialogue helps to change the world – its basis is mutual appreciation and respect. We take time for this dialogue because it requires the willingness to listen and to contribute. It requires basic trust in the abilities and goodwill of all those involved in the dialogue. We take responsibility for starting dialogues, entering into dialogue and inviting dialogue, also beyond the faculty, especially with regard to the transformation of the economy and society. We engage wherever social dialogues take place.

2. OUR PLACE WITHIN PADERBORN UNIVERSITY

The Faculty of Business Administration and Economics is one of five faculties at Paderborn University. It consists of six departments: „Management“, „Taxation, Accounting and Finance“, „Information Systems“, „Economics“, „Business and Human Resource Education“ and „Law“. In addition to the dean and the dean of studies, the dean’s office comprises three associate deans, one each for „Research and Young Academics“, „Communication and Processes“ and „Cooperation and Knowledge Transfer“. The program portfolio of the Faculty of Business Administration and Economics includes both generalist and specialized business administration and economics programs. In addition, the faculty cooperates in teaching with all other faculties of the university, for example within the context of interfaculty study programs. In the field of educational research and teacher training, it cooperates closely with the PLAZ-Professional School. It is one of the main driving forces of the university-wide activities on the topic of digitalization as a challenge and innovation in university teaching (DigiSelf).

The Faculty of Business Administration and Economics is characterized by cutting-edge research in its disciplines, which is reflected in a large number of publicly funded individual and joint projects. It is successful in obtaining public funding from a wide variety of funding lines at the EU, federal and state level, at the foundation level and from the German Research Foundation (DFG). For example, the faculty is currently involved in three DFG Collaborative Research Centres. It represents a significant share in the TRR 266 Accounting for Transparency (SFB-TRR 266), the first Collaborative Research Center in the field of business administration that has received funding from the DFG, and provides the spokesperson. As a member of the interfaculty Collaborative Research Centre „On-The-Fly Computing“ (SFB 901) and „Constructing Explainability“ (TRR 318) as well as in the profile areas „Transformation and Education“ and „Intelligent Technical Systems“, the Faculty of Business Administration and Economics is also strongly involved in interdisciplinary research at Paderborn University. In addition to the externally funded research structures, the faculty bundles research activities in six research centers: Business and Economics Research Laboratory (BaER-Lab), Center for Risk Management (CeRiMa), Center for Tax and Accounting Research (CETAR), Centre

for Vocational Education and Training (cevet), Center for International Economics and Center for Sustainable Economy. Furthermore, the faculty conducts its research in several laboratories such as the Enterprise Research Planning lab (ERP_Lab) and the Social and Data-intensive Computing lab (soda.lab). In the promotion of young scientists, it works closely together with the Jenny Aloni Center for Early-Career Researchers of Paderborn University through its Graduate Center.

The Faculty of Business Administration and Economics supports and shapes the interdisciplinary transfer of scientific research at Paderborn University as well as the transfer of this knowhow to the business world and society as a whole in a variety of ways. It is closely involved in the Software Innovation Lab (SI Lab), maintains research partnerships with companies and institutions within the framework of its research centers, such as the Center for Risk Management (CeRiMa) or the Centre for Vocational Education and Training (cevet). It also actively communicates its scientific research to public policy makers, for example, within the TRR 266 Accounting for Transparency and the Center for Tax and Accounting Research (CETAR). Furthermore, it actively fosters the start-up culture and activities at Paderborn University through its connection to the Excellence Start-Up Center (ESC.OWL) as well as to the Technology Transfer & Start-up Center of Paderborn University (TecUP) and the start-up incubator “garage33”.

The special importance of sustainability for the Faculty of Business Administration and Economics is reflected in a dedicated professorship program and in the emerging „Center for Sustainable Economy“, which will serve as the main interface for sustainability cooperation with the Faculty of Business and Economics. The Faculty of Business Administration and Economics also participates in the sustainability initiatives of Paderborn University with several activities, for example in cooperation projects with TecUP and the Software Innovation Campus Paderborn (SICP).

The Faculty of Economics supports the alumni work of Paderborn University with the Paderborner Hochschulkreis (PHK) e. V., which sees itself as an active network of Paderborn economists and is part of the alumni network of Paderborn University.

3. RESEARCH AND YOUNG SCIENTISTS

Current situation

The members of the Faculty of Business Administration and Economics are engaged in both basic and applied research. They work on a broad range of topics using a variety of research methods and address the scientific community as well as companies and political decision-makers with their results. Research topics in the faculty are summarized in the following focus areas: Working in a Digitized World, Accounting for Transparency, Startup and Innovation, On-The-Fly Computing, Social Change and Education, Value Generation in Digital Markets, Business Ethics, Data Science, and Sustainability. The research activities take place in the individual departments as well as in several research centers and laboratories of the faculty and are often third-party funded within the framework of individual and joint projects.

In addition to university-wide measures, the faculty actively supports its members in the development and establishment of research projects. It provides start-up aid to support third-party funding applications and provides expertise that is specifically aimed at acquiring joint projects.

The faculty challenges and encourages young academics in all phases of their academic training. In doing so, it employs various measures to facilitate the development of young talented scholars. The structured doctoral studies, for example, are specifically tailored to the early career phase. The faculty also supports young researchers throughout all the phases of their career by offering annual faculty research and doctoral workshops, regular doctoral and research seminars, and the presentation of the „Dean’s Young Scholar Awards“. Moreover, the faculty funds conference, information and research trips as well as a German Research Foundation Incentive system where young researchers receive personnel, material and travel funding within the framework of DFG applications.

Vision

The Faculty of Business Administration and Economics attaches great value to research diversity in terms of its topics, theories and methods. It also values the balance between basic and application-oriented research, both in individual and collaborative projects, and the resulting synergy effects. The faculty pursues thematic priorities and strives for research collaborations - also in the

sense of interdisciplinary cooperation - both within the faculty and university and with external institutions.

The Faculty of Business Administration and Economics focuses its research even more strongly on the critical questions concerning the future of our socio-economic society. The focus is on sustainable economic activity in a digitalized and globalized world characterized by increasingly scarce resources and raw materials as well as deteriorating environmental conditions and aging societies.

In the future, the Faculty of Business Administration and Economics will continue to organize all phases of academic training, from the doctoral and post-doctoral phases to full tenure, in such a way that its young scientists are internationally recognised and renowned. To this end, it focuses the content and methods of academic training on research topics that are relevant for the future.

Fields of activity

The identification and further development of research foci follows several paths, making use of the proven research infrastructure at the faculty. First, research foci are developed continuously within the individual departments of the faculty with their research colloquia. Second, the existing research centers and laboratories of the faculty provide ideal platforms for the active development of research foci. Thirdly, the Dean’s Office promotes the further development of research foci in close cooperation with the departments and professorships. In this context, a new faculty-wide research focus on Sustainable Economy is to be developed in the next few years,

The expansion of a new research focus on Sustainable Economy is embedded in the establishment of a new focus with the same name, which is reflected in research, teaching and knowledge transfer. We explore economic, social, ecological and cultural phenomena of sustainable development within the framework of this new interdisciplinary research focus. The thematic orientation is in line with with the United Nations’ Agenda 2030 goals for (multifaceted) sustainable development. The high integrability of the faculty to the topic of sustainability is documented in the existing above-mentioned focus areas, which are dedicated to fundamental questions of the change of economy and society towards a

sustainable, socio-economic ecosystem. The new focus area supports the diverse activities of Paderborn University on sustainable development and thus offers university-wide points of contact and interfaculty cooperation opportunities. Furthermore, there are manifold interfaces to the profile areas of Paderborn University.

The establishment of the new research focus „Sustainable Economy“ has an impact on the appointment policy of the faculty. Five new professorships will be created to represent the research focus with different accentuations: 1. professorship in business administration, esp. sustainable human resource management and leadership; 2. professorship in business administration, esp. reporting, governance and sustainability; 3. professorship in information systems, esp. sustainability; 4. professorship in economics, esp. sustainability; 5. professorship in business education, esp. education for sustainable development. In addition, other professorships to be filled will take into account the existing research priorities of the faculty. The faculty supports the recruitment of excellent scientists within the framework of the university dual-career programs.

The faculty continues its financial support for the preparation of proposals for research projects. The existing supply of information on funding opportunities and

calls for proposals is to be bundled in the future via existing communication channels from the dean's office. Furthermore, the faculty supports its members through extensive measures for the conception of collaborative projects within the framework of knowledge and technology transfer. We will look at these projects in a later section.

For the Faculty of Business and Economics, promoting research also means promoting young researchers. The promotion of young researchers will continue to address all phases of academic training and is aimed at doctoral students, post-doctoral researchers, post-doctoral researchers and junior professors. The already extensive portfolio of funding instruments will be continued and continuously adapted to new conditions. The doctoral program will be reformed as part of a process that has already begun in order to take account of the changing requirements in science. To consolidate all funding activities for young scientists, the faculty has a Graduate Center. It serves as a communicative hub for the promotion of young scientists in the faculty and is networked with the Jenny Aloni Center for Early-Career Researchers of Paderborn University.

4. UNIVERSITY STUDIES AND TEACHING

Current situation

The Faculty of Business Administration and Economics offers a comprehensive portfolio of degree programs. It includes five bachelor's degree programs and two interdisciplinary and supplementary subjects in the bachelor's degree, as well as ten master's degree programs and two interdisciplinary and supplementary subjects in the master's degree. To support future students, the faculty is committed to an excellence program and a young student program and is significantly involved in the SICP Digital Talents Program.

The faculty has implemented a comprehensive quality management system. Regular and comprehensive student feedback serve as essential instruments in this process. Furthermore, students are accompanied in all phases of their studies by phase-specific mentoring offers, both individually and in groups. The faculty enables students to study within the scheduled standard

period of study. The faculty provides a special incentive for the implementation of high-quality courses through the annual awarding of two teaching prizes. With these prizes, the faculty honors young academics in particular for their special commitment to teaching.

All of our support and quality measures in the area of teaching are bundled by the faculty in the Teaching and Study Center, which consists of the functional units of the Study Office, Program Management and Program Marketing.

Vision

The Faculty of Business Administration and Economics provides its students with an excellent education in economics and thus prepares them for careers in both the business and academic world. With its range of studies and courses, the Faculty charts the economic and social challenges of the future and enables its students

of today to find answers to the challenges of tomorrow. In doing so, the Faculty of Business Administration and Economics offers students a high degree of flexibility while giving them the opportunity to specialize in their fields of interest.

Fields of activity

We are aiming in both the Bachelor's and Master's programs to increase the number of students, which have decreased in recent years. To this end, the activities of the faculty's program marketing will be bundled and further developed in a functional subunit of the newly established Teaching and Study Center. Among the important instruments of the study program marketing are the active presence and promotion of our study programs on social media platforms and our participation in the organization of information days for pupils (such as Girls' Days) as well as special events for vocational colleges in the region. We update our web presence continuously with multimedia content and we have planned additionally to promote our study programs in public transport. Furthermore, the faculty aims to continue the good to very good performance of its degree programs in degree program rankings such as the CHE ranking. In order to attract excellent students, formats are to be developed or expanded in the future that serve to promote elite students. The faculty strives to attract students from the region, from other regions of Germany, as well as international students.

The faculty's existing portfolio of bachelor's and master's degree programs provides a solid foundation for our future activities. In the bachelor's area, our broad selection of programs continues to be regionally oriented. In addition, we should strive both nationwide and internationally to attract students from other parts of Germany and from other countries by making the program more visible based on their unique selling points. We do not plan to create additional bachelor's degree programs. In the Master's area, the study programs follow the paradigm of differentiation and are primarily the responsibility of individual departments. The faculty is exploring the potential to complement the existing

master's programs with a new, faculty-wide master's program on topics of transformation, digitization, and sustainability.

The faculty will revise the curricula of the study programs. Reform processes involving all departments will be initiated in preparation for the reaccreditations due in the next few years. We aim to better align our program requirements with students' ability to meet them and to increase the attractiveness of the degree programs. In the process, we will also examine how the aspect of internationalization can be better taken into account and which thematic focal points and profiling possibilities can be developed, for example, via specialist tracks. In particular, the integration of topics relating to digitization, transformation and sustainability into teaching will be investigated. The appointment of five new professorships in the field of sustainability as part of the faculty's professorship program supports this planning substantially.

The faculty continues to use a variety of initiatives and instruments to increase the success of its courses in terms of duration of study and graduation rates. Student evaluation of all courses will also take place every semester in the future. This process enables teachers to continuously improve the quality of the course which they offer. In addition, the existing mentoring programs and teaching awards will be maintained and further developed.

The guiding principle of Paderborn University to be the university of the information society integrates and supports the faculty with the teaching of digital competencies in its study programs. The faculty takes this teaching into account in the further development of its curricula and study programs and will pay particular attention to competencies in the area of „data literacy“.

5. KNOWLEDGE AND TECHNOLOGY TRANSFER

Current situation

The Faculty of Business Administration and Economics is involved in the regional and nationwide business communities and society as a whole with a wide range of research projects and the promotion of start-ups, and thus performs important transfer services. Faculty members cooperate with companies from the region, for example in the Center for Risk Management, or with research groups in other faculties and universities, partly in nationwide research networks such as the TRR 266 Accounting for Transparency and in established institutions such as the OWL network. In addition, the faculty is a driving force in the Software Innovation Campus Paderborn and cooperates closely with ESC.OWL, TecUP and garage33.

The special importance of knowledge and technology transfer for the faculty is documented, among other things, in the dedicated Vice Dean's Office for Cooperation and Knowledge Transfer, which coordinates, supports and expands the diverse activities in this area. In this way, the faculty management supports all faculty members in their transfer activities.

Vision

The Faculty of Business Administration and Economics is perceived as a driving force for solutions required by the comprehensive and diverse transformation of society in the context of digitalization, sustainability efforts and globalization. The faculty unfolds direct social relevance through transfer-oriented collaborative projects.

Fields of activity

To support start-up activities, the faculty has created the position of a start-up ambassador, who will sensitize and qualify students and scientists for the topic of entrepreneurial independence. A special strengthening of this function is the close contact to ESC.OWL. As result of its close personal ties and shared philosophy with TecUp at Paderborn University, the Faculty of Business

Administration and Economics can also provide extensive offers in the areas of coaching, innovative working environment (garage33) as well as courses and events for (potential) founders in the future. The existing activities are to be supported even more strongly in the future by teaching offers and research cooperations around the topic of start-ups respectively. The Faculty of Business Administration and Economics will also cooperate closely with the REGIONALE project Akzelerator.OWL.

In the area of communication for the promotion of science to the public, the faculty is planning to expand its existing activities and to place the impact on politics, society and the media on a broader basis. An important contribution to this strategy is to be made by a „Critical Friends“ initiative, in which experts with various focal points will communicate the potential and success factors of effective science communication and discuss them in the context of the faculty. The plan is to then develop a communication strategy that will enable individual faculty members and the faculty as a whole to communicate more effectively. As part of TRR 266 Accounting for Transparency, insights and experiences will be gained in the area of science communication via social media channels, such as LinkedIn and Twitter, via blogs, and dedicated events such as Public Outreach Days. These will not only benefit the faculty, the acquired knowledge will also be incorporated into the structure-building measures of Paderborn University.

The concept of transfer-oriented collaborative projects continues to be supported in the faculty by the means of the existing diverse range of contacts to regional companies and institutions. In particular, these include the Software Innovation Campus Paderborn (SICP), with which the faculty is already carrying out numerous collaborative projects. Furthermore, collaborative projects are also to be created in the future through close cooperation and funding from the leading-edge cluster it's OWL.

6. INTERNATIONALIZATION

Current situation

The Faculty of Business Administration and Economics bundles its extensive internationalization activities organizationally in the Internationalization Center, which is headed by a professorial internationalization officer. The functional cornerstones of internationalization include a large international cooperation network partnering with nearly 70 universities in Europe and America and as well as a strong Asian focus. The latter includes, in particular, the extraordinarily successful Asian Studies in Business and Economics (ASBE) program, the International Students Forum (ISF), summer schools, and programs for short-term stays and faculty mobility. Under the ERASMUS+ program, the faculty utilizes numerous European collaborations to facilitate international exchanges of faculty and administrators. The exchange of visiting scholars is a special concern of the faculty. To this end, it maintains a long-standing dedicated Visiting Scholars Program, which has supported approximately 300 guests from 32 countries since 2012. The faculty offers a variety of ways to gain internationalization experience even without a stay abroad. On the one hand, it uses the possibilities of digital formats, on the other hand, the faculty has three specifically internationally oriented study programs with a high proportion of foreign languages: B. Sc. International Business Studies, M. Sc. International Business Studies and M. Sc. International Economics and Management.

Vision

The Faculty of Business Administration and Economics is an internationally open and committed faculty that promotes the international mobility of its students, staff, teachers and researchers and is attractive for visiting students and scientists from all over the world. In this way, it contributes to professional and cultural international exchange. The faculty attaches great importance to enabling all of its own students to study abroad as an integral part of their academic education and to laying an important foundation for scientific exchange and research collaboration through a strong network of international collaborations and programs.

Fields of activity

The maintenance and expansion of the global study and research network of the faculty is a central measure to strengthen internationalization. The activities are coordinated in the Faculty's Internationalization Center,

which is to be further expanded. The focus is on the one hand on the centralized handling of internationalization processes to increase the quantity and quality of mobility and on the other hand on the acquisition of information regarding exchange relationships, course offerings and research activities that underpin the strategic development of the internationalization activities of the faculties as a whole. In addition, the Internationalization Center bundles information for all status groups of the faculties and thereby provide information about new mobility offers as well as funding opportunities in order to promote activities in the acquisition of third-party funding, prizes and fellowships from international organizations.

As the recruitment of visiting scholars continues to be an important instrument of internationalization for both research and teaching, a visiting scholar program will continue to be available for programmatic and financial support. The aim is to attract international scientists not only for physical classes but also for hybrid and digital courses in order to exploit the potential of digitization and to sustainably shape international collaborations. This variety of collaboration formats should also be used in the various research colloquia of the faculty as well as in the collaboration in research projects.

The international orientation of the faculty's study programs is subject to a systemic review as part of the faculty processes for reaccreditation of the study programs. In addition, the faculty continues to develop its existing foreign language offerings for students in all of the faculty's degree programs to build language competencies and promote international mobility. To further facilitate international mobility and the implementation of semesters abroad, the faculty plans to improve and simplify the processes for initiating and handling exchange and credit transfer processes. Finally, the potentials in the area of hybrid and digital teaching are to be used in a targeted manner to further profile the international orientation of the courses offered in the faculty's degree programs. Exchange students should continue to attend courses together with local students. The joint study of local students, exchange students and international program students promotes the international acquisition of competencies and increases the willingness for international mobility.

The faculty already offers a wide range of internationally oriented courses. Therefore, their profiling, deepening specialisation and further opening are in the foreground.

In the future, the support and motivation of employees to acquire intercultural competencies will be provided

by a central information service of the Faculty's Internationalization Center. Furthermore, the scientific employees are supported by career-specific information of the Graduate Center of the Faculty as well as the Jenny Aloni Center for Early-Career Researchers of Paderborn University.

7. EQUALITY AND COMPATABILITY OF FAMILY AND CAREER

Current situation

Equality as well as compatibility of family and career is an important concern for the Faculty of Business Administration and Economics and is therefore already supported in an institutionalized way with various instruments. The faculty has developed and published a comprehensive equality plan, committing itself to equality and providing transparent information about adequate means. This includes, among other things, a qualification program for junior female scientists. At the faculty, the Equal Opportunity Officer and her representative are continuously involved in all questions of equality, e.g. by participating in meetings of the Faculty Council, by consulting in appointment and hiring procedures, and by participating in the Audit Family-Friendly University. The faculty bundles its information on equality in the faculty and at Paderborn University for all status groups in a web portal.

Vision

The faculty understands equality as well as the compatibility of family and career as a logical consequence of mutual respect and appreciation and thus as an important factor in its culture and employment environment. It supports all faculty members by providing information about current developments, measures and support programs in this area and shapes equality as well as the compatibility of family and career sustainably with an institutionalization of processes and programs.

Fields of activity

The qualification program for young female scientists is to be continued in order to promote the development of research personalities among young female scientists. The Faculty of Business Administration and Economics thus pursues the goal of motivating and equipping female scientists to remain in academia, thereby increasing the proportion of women at all academic career levels.

The possibility of flexible working hours is an important component to enable the compatibility of family and career. The faculty supports agreements on mobile work/home office as well as the adaptation of working hours to individual life situations.

Based on the framework plan for equality at Paderborn University, the faculty continues to regularly prepare equality plans with measures to increase the proportion of women and to improve family friendliness and work-life balance. In close and continuous cooperation with the Equal Opportunity Officer and her representative, the Dean's Office develops and manages measures to achieve the target agreements of the Presidential Board with the faculties to increase the proportion of women in science and to consider gender aspects in specific accreditation procedures.

The Dean's Office will continue to maintain and expand a web-based information portal in order to provide continuous and up-to-date information about opportunities for gender research and the integration of gender equality aspects in teaching. The portal should also provide information about the possibilities of women's involvement in the committees of the faculty and Paderborn University. At the same time, the high burden of work for women in committees is to be reduced in the long term by increasing the proportion of women in all status groups.

The dean's office is responsible for the management, evaluation and controlling of processes and measures relating to equality and the compatibility of family and career. This has resulted in the establishment of an associate dean's office for communication and processes, which ensures implementation for the entire faculty.

8. DIVERSITY

Current situation

The Faculty of Business Administration and Economics is characterized by the great diversity of its employees and students. Equal opportunities and mutual respect and appreciation of all faculty members are central values of the faculty. They are the guiding principles for the design of the study and working conditions at the faculty.

Vision

The faculty values the individual and cultural diversity of students and employees, promotes their different abilities and talents, and enables the free development of their personalities. Diversity and heterogeneity are seen as opportunities and enrichments for innovative and creative processes in research, teaching, work and study. To this end, the Faculty of Business Administration and Economics aims to create a study, research and work environment that is free of discrimination and prejudice, provides a safe space for the free development of ideas through a culture of respect, acceptance and mutual appreciation, and provides equal opportunities and recognition for all faculty members regardless of nationality, gender, origin, religion, disability, age or sexual orientation.

Fields of activity

All aspects of diversity are to be taken into account in all personnel decisions. The faculty promotes diversity-appropriate qualification and career development of all employees. All students, in particular international students and students of the first generation, should be given special support at the beginning and during their studies. To this end, the already successful advising and support services provided by the Study Center and the Internationalization Center are to be expanded to include diversity aspects. The faculty promotes the integration of diversity aspects in research projects and teaching by providing information on diversity and supports the further development of a strategically oriented diversity concept of Paderborn University.