

ANNUAL REPORT

Academic Year 2014-2015

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Contents

1. THE UNIVERSITY'S DEVELOPMENT	3
2. STUDENTS AND FACULTY	3
2.1. <i>Study Programs</i>	3
Figures of the Study Programs	5
Student Exchanges	6
Allocation of Scholarships	6
2.2. <i>Academic Staff</i>	7
Functions, Teaching Load and Work Time of the Academic Core Staff	9
External Lecturers: Contracted Hours, Qualifications	11
Documentation of the Selection and Promotion Procedures	13
Measures to Promote Young Researchers and Human Resource Development	13
3. FINANCES AND RESOURCES	13
4. RESEARCH	14
4.1. <i>MODUL University's Research Profile</i>	14
4.2. <i>Research: Facts and Figures</i>	19
MODUL University in Total	19
4.3. <i>Awards and Conferences</i>	20
4.4. <i>Research Projects 2014 2015</i>	23
4.5. <i>Other Services to Academia</i>	25
4.6. <i>Publications</i>	26
4.7. <i>Library</i>	27
5. ACADEMIC CO-OPERATIONS WITH UNIVERSITIES	28
5.1. <i>Co-operations with Networks and Associations</i>	29
5.2. <i>Collaboration with Professional Environment and Relevant Social Players</i>	30
5.3. <i>Overview MODUL Research GmbH</i>	30
6. QUALITY MANAGEMENT	31
6.1. <i>Organization and Instruments of Quality Management</i>	31
6.2. <i>Evaluations</i>	31
6.3. <i>Collaboration of Student Representatives in Committees</i>	40
ANNEX I	41
ANNEX II	44

1. The University's Development

The academic year 2014/2015 was, after having completed successfully the process of reaccreditation, a year to adapt to the challenges of the next accreditation period. Thus, the university focused less on expanding its offer of programs and on founding new departments, but renewed the infrastructure for further growth. One big step was the adaptation of the university's structure of academic self-administration to the needs of a growing university. The University Assembly, a body where all members of faculty, together with representatives of the students and the administrative staff discussed on the relevant issues, proved to be too unwieldy due to its size to continue in this function. So the new University Senate replaced the Assembly, where a fixed number of elected representatives of faculty, administrative staff and students follow the same goals as the Assembly.

With these adaptations in the university's structure, MODUL University is ready to steer towards new challenges.

2. Students and Faculty

2.1. Study Programs

MODUL University Vienna offered seven study programs in the academic year 2014/2015 – a BBA in Tourism and Hospitality Management, a BBA in Tourism, Hotel Management and Operations, a BSc in International Management, a MBA with the possibility to specialize on three majors, a MSc in International Tourism Management, a MSc in Sustainable Development, Management and Policy, and a PhD in Business and Socioeconomic Sciences. The basic information on these programs can be found in the following table.

Name	Degree	ECTS	Min. duration	Tuition fee
Bachelor of Business Administration in Tourism and Hospitality Management	BBA	180	3 years	€ 34,000
Bachelor of Business Administration in Tourism, Hotel Mgt. and Operations	BBA	240	4 years	€ 47,000
Bachelor of Science in International Management	BSc	180	3 years	€ 34,000
Master of Business Administration (MBA) Possible Majors in: -Tourism and Hotel Development -New Media and Information Mgt. -Public Governance and Sustainable Development	MBA	90	1,5 years	€ 25,000
Master of Science in International Tourism Management	MSc	120	2 years	€ 24,000
Master of Science in Sustainable Development, Management and Policy	MSc	120	2 years	€ 24,000
Doctor of Philosophy in Business and Socioeconomic Sciences	PhD	240	4 years	€ 45,000

Minor changes in the curricula were implemented in 2014/2015 the undergraduate, the MSc and the MBA programs. They consisted only in small changes of course titles and adjustments in the weighting of the ECTS points. The current curricula can be found at <http://www.modul.ac.at/student-life/student-services/academic-services/rules-and-regulations/>.

Figures of the Study Programs

	BBA THM	BBA THO	BSc IM	MSc ITM	MSc SDMP	MBA	PhD	Total
Students*	193	59	87	28	10	67	7	451
Female students' rate	64,8%	72,9%	36,8%	64,3%	50,0%	47,8%	28,6%	57,0%
New Students 2014/2015	57	37	46	14	6	35	2	197
Students per faculty	-	-	-	-	-	-	-	11,6
International students' rate	67,9%	57,6%	63,2%	89,3%	57,5%	86,6%	85,7%	70,0%
Graduates	44	0	0	6	10	8	0	68
Female graduates' rate	70,5%	-	-	66,7%	40,0%	37,5%	-	61,8%
Average duration of studies (graduates, semester)	6,8	-	-	4,0	4,1	7,8	-	6,4
Withdrawal Rate	1,0%	5,1%	0,0%	3,6%	30,0%	0,0%	14,3%	9,26%
Percentage of students expelled	12,4%	1,7%	2,3%	3,6%	20,0%	0%	0%	6,7%

*Cut-off date: August 30 2015

Figures are rounded.

Details on the outgoing students and their destinations can be seen in the next table.

Student Exchanges

Fall 2014	INCOMING	OUTGOING
Hong Kong Polytechnic University, China	2	1
Universidad Anáhuac Mayab, Mexico	1	0
University of Southern Denmark, Denmark	1	0
University of La Rochelle, France	0	2
University of Central Florida, USA	0	1
University of Surrey, UK	3	1
Victoria University, Australia	0	1
Total	7	6

Spring 2015	INCOMING	OUTGOING
Hong Kong Polytechnic University, China	1	2
San Francisco State University, USA	1	2
University of La Rochelle, France	1	0
University of Central Florida, USA	4	3
University of Surrey, UK	0	2
Taylors University, Malaysia	1	0
TSI Barcelona, Spain	0	2
Total	8	9

Allocation of Scholarships

In the report period, the following scholarships, grants and reductions were awarded:

2014/2015	Amount	Number	Total
MODUL Alumni Grant	€ 4,000.00	12	€ 48,000.00
MODUL Pre-Education Grant	€ 2,500.00	3	€ 7,500.00
Early Bird Reduction	€ 1,000.00	78	€ 78,000.00
MODUL Valedictorian MSc Scholarship	€ 19,000.00	1	€ 19,000.00
MBA Partner Scholarship	€ 25,000.00	9	€ 225,000.00
Graduate Assistantship	€ 15,000.00	1	€ 15,000.00
MODUL High Potential Grant	€ 1,000.00	1	€ 1,000.00
University Board Partner Reduction	€ 5,000.00	1	€ 5,000.00
Marketing Partner Scholarship	€ 15,000.00	1	€ 15,000.00
MBA Work Study Scholarship	€ 25,000.00	1	€ 25,000.00
Total		108	€ 438,500.00

2.2. Academic Staff

According to the university's development plan, there are the following categories for academic staff:

	Teaching Responsibility ¹	Basic Research	Transfer Services ²	Administration and Sustainable Development ³
Faculty⁴				
Full Professor (FProf) (Post-Doc, habilitated or equivalently qualified academic employee)	30% 10 WSHY	40%	10%	20%
Associate Professor (AssocProf) (Post-Doc, habilitated or equivalently qualified academic employee)	30% 10 WSHY	40%	10%	20%
Assistant Professor (AssProf) (Post-Doc, non-habilitated academic employee, basic and applied research)	30% 10 WSHY	50%	10%	10%
Senior Lecturer (SL) (Post-Doc, non-habilitated academic employee, applied research)	60% 20 WSHY	0%	10%	30%
Researcher and Lecturer (RL) (Pre-Doc currently studying)	25% 2/6 WSHY (1 st /2 nd year)	50%	0%	25%
Lecturer (L) (Post- or Pre-Doc)	50-100%	0%	0-50%	0-50%
Other Academic Employees⁴				
Researcher (R) (Post- or Pre-Doc without teaching obligations)	0%	0-100%	0 -100%	0%
Scholarship Students⁵				
PhD Student (PhDS) (e.g. scholarship in collaboration with the industry)	15% 2 WSHY (2 nd year) 4 WSHY (as of 3 rd year)	85%	0%	0%
Graduate Assistantship Student (GAS) (studying at MU's MSc study programs)	0-10 hours/week			

¹ WSHY = Weekly semester hours per year; approximate percentage of total hours of employment; the percentage of teaching responsibilities includes preparation time for classes.

² including time for applied (industry) research.

³ Tasks that are considered a contribution to sustainable development are, for instance, the participation in the Sustainability Committee, or the involvement in projects approved by the Sustainability Committee (e.g. creating a life cycle assessment for the university, implementing sustainable improvements in the university's food and beverage concept).

⁴ Responsibilities defined in the labor contract.

⁵ Responsibilities defined in the study contract.

Broken down on departments, the academic staff of MODUL University Vienna currently includes:

	TSM	PGS	NMT	ASE	IM	Total
Full Profs.:	6	1	1	0	0	8
Assoc. Profs.:	0	1	0	1	1	3
Ass. Profs.:	4	2	2	1	1	10
Researchers/Lecturers:	5	1	0	1	0	7
Researchers	0	0	11	0	0	11
Total	15	5	14	3	2	39

Functions, Teaching Load and Work Time of the Academic Core Staff

No.	Surname	Name	Acad. Degree	Function	Department	Actual Teaching Load 2014/2015**	Work Time
1	Aubke	Florian	Dr.	Assistant Prof., Senior Lecturer	TSM	27,5 h	40
2	Brasoveanu	Adrian	MSc	Researcher	NMT	-	36
3	Bressan	Silvia	Dr.	Assistant Prof.	IM	3,1 h	40
4	Christopoulos	Dimitris	PhD	Assistant Prof.	PGSD	12,1 h	40
5	Dickinger*	Astrid	Dr. habil.	Associate Prof.	TSM	6,0 h	40
6	Fischer	Fabian	MSc	Researcher	NMT	-	25
7	Fischl	Daniel	BSc	Researcher	NMT	-	25
8	Föls	Michael	Mag.	Researcher	NMT	-	10
9	Goldstein	Harvey	PhD	Full Professor, Vice President, Dean, Department Head	PGSD	9,1 h	40
10	Gunter	Ulrich	Dr.	Assistant Prof.	TSM	10,8 h	40
11	Hibbert	Simon	MBA	Researcher/Lecturer	TSM	32,0 h	40
12	Hubmann-Haidvogel	Alexander	Dipl. Ing.	Researcher	NMT	-	16
13	Jones	Alistair	PhD	Researcher	NMT	-	40
14	Junker	Christian	Dipl. Ing.	Researcher	NMT	-	30
15	Kamolov*	Ruslan	MSc	Researcher	NMT	-	40
16	Lalicic	Lidija	MSc	Researcher/Lecturer	TSM	7,2 h	40
17	Lammarsch	Tim	PhD	Assistant Prof.	NMT	8,7 h	40
18	Lang	Heinz-Peter	MSc	Researcher	NMT	-	34
19	Leonard	David	MSc	Researcher/Lecturer	PGSD	5,7 h	40
20	Leung	Daniel	M. Phil.	Researcher/Lecturer	TSM	6,7 h	40
21	Lund-Durlacher	Dagmar	Dr.	Full Professor, Dean, Department Head	TSM	13,5 h	40

No.	Surname	Name	Acad. Degree	Function	Department	Actual Teaching Load 2014/2015**	Work Time
22	Mazanec	Josef	Dr. habil.	Full Professor	TSM	5,0 h	20
23	Megelin*	Camille	MSc	Researcher/Lecturer	TSM	2,0 h	40
24	Nixon	Lyndon	PhD	Assistant Prof.	NMT	11,5 h	40
25	Önder	Irem	PhD	Assistant Prof.	TSM	7,6 h	40
26	Ponocny	Ivo	Dr. habil.	Associate Prof., Department Head	ASE	21,7 h	40
27	Rammerstorfer*	Margarethe	Dr.	Associate Prof., Department Head	IM	8,0 h	40
28	Scharl	Arno	DDr.	Full Professor, Department Head	NMT	6,8 h	40
29	Schäfer	Tobi	Dipl. Red. (FH)	Researcher	NMT	-	20
30	Sedlacek	Sabine	Dr.	Assistant Prof.	PGSD	12,0 h	40
31	Smeral	Egon	Dr. habil.	Full Prof.	TSM	4,0 h	20
32	Tiller	Tina	MTM	Researcher/Lecturer	TSM	5,6 h	40
33	Tomej	Kristof	MSc	Researcher/Lecturer	TSM	3,0 h	40
34	Vakulenko	Svitlana	MSc	Researcher	NMT	-	40
35	Weismayer	Christian	Dr.	Assistant Prof.	ASE	12,0 h	35
36	Wöber	Karl	Dr. habil.	Full Professor	TSM	5,6 h	40
37	Zekan	Bozana	M.S.	Researcher/Lecturer	TSM	24,5 h	40
38	Zhu	Shu	MA	Researcher	NMT	-	40
39	Zins	Andreas	Dr. habil.	Full Professor	TSM	4,0 h	20
					Total:	275,7 h	

*partly on maternity leave/not employed during the whole report period

** incl. supervision of theses.

External Lecturers: Contracted Hours, Qualifications

In 2014/2015, the following external lecturers taught at MODUL University Vienna:

No.	Name	Surname	Title/Function	Program	Teaching h
1	Christopher	Anderson	BA, BA	MBA	16,5
2	Ulrike	Bechthold	Dr.	MSc	2
3	Claudia	Brauer	Dr.	UG	1
4	Walter	Brugger	Dr.	UG	5
5	Michael	Corteletti	MA	UG	4
6	Laura	De Guiseppe	Mag.	UG	9,5
7	Frederic	Dimanche	PhD	UG	2
8	Rudolf	Dömötör	Dr.	UG	3
9	Stefan	Dressler	Mag.	UG	3
10	Cind	Du Bois	Prof.	MBA	3
11	Christine	Egger	Dipl. Päd.	UG	5,3
12	Martin	Eppler	Prof.	MBA	1,5
13	Daniel	Fesenmaier	Prof.	MSc	1,5
14	Katrin	Forgo	PhD	MBA	1,5
15	Paul Martin	Frentz	Dr.	MBA	7
16	Alexandra	Ganglmair-Wooliscroft	Dr.	UG	1
17	Ben	Ganglmair-Wooliscroft	Dr.	UG	1
18	Gottfried	Gansterer	Dipl. Päd.	UG	5,3
19	Jürgen	Gnoth	Dr.	MBA	1,5
20	Christoph	Haimberger	Dr.	MBA	0,7
21	Barbara	Hammerschmid-Kovar	Dipl. BW MBA	UG	8
22	Jürgen	Hörmann	Dr.	PhD	2
23	Alexander	Hubmann-Haidvogel	Dipl. Ing.	UG	4,1
24	Eva Aileen	Jungwirth	MA	UG	1
25	Gabriel	Kacerovsky	Mag.	UG	4
26	Florian	Keusch	Dr.	PhD	0,3
27	Karl	Knezourek	Dr.	MBA	6
28	Monika	Koller	Dr.	MSc	2
29	Thomas	Kremser	Dr.	UG	4
30	Helga	Kromp-Kolb	Prof.	MBA	1,5
31	Andreas	Latzenhofer	Dipl. Päd.	UG	6
32	Susanne	Latzenhofer	Dipl. Päd.	UG	6
33	Martin	Lohmann	Prof.	MBA	1,5
34	Maria	Lord	MA	UG	9
35	Martina	Maly-Gärtner	Mag.	MBA	1,5
36	Xavier	Matteucci	Dr.	UG	12
37	Jacek	Mironski	Prof.	MBA	1,5

No.	Name	Surname	Title/Function	Program	Teaching h
38	Manfred	Moormann	Dipl. Ing.	MBA	1,5
39	Barbara	Müller	Prof.	UG	1
40	Rick	Perdue	MBA	MSc	1,5
41	Mike	Peters	Prof.	UG	3
42	Wolfgang	Pfarl	Dkfm.	MBA	0,7
43	Christian	Rammel	MSc.	MSc	2
44	Greame	Rankine	Prof.	MBA	1,5
45	Klaus	Renoldner	Dr.	MBA	1,5
46	Marta	Sabou	Dr.	MBA	1,5
47	Bernd	Schuh	Mag.	MSc	2
48	A. J.	Singh	Prof.	MBA	1,5
49	David	Sluss	PhD	MBA	1,5
50	Petra	Stolba	Dr.	UG	4
51	Hendrik	von Arnold	Director, Stockholm Convention Bureau	UG	2
52	Karen	Wendt	MBA	UG	3,5
53	Ken	Woodward	MA	UG	5,3
54	Georg	Zihr	Dr.	UG	6
Total					185,9

The ratio of internal and external teachers is displayed in the next table:

	Undergraduate Programs	MSc Programs	MBA Programs	PhD Program	MU Total
h total	322 h	60 h	47 h	18 h	447 h
h internal	182 h	44 h	20 h	16 h	261 h
h external	140 h	17 h	28 h	2 h	186 h
Internal ratio	56,6 %	72,6 %	41,4 %	86,8 %	58,4 %

The difference between the Undergraduate programs' and MSc programs' high ratio and the ratio of the MBA programs lies in the nature of these programs, which rely heavily on the incorporation of teachers with a business and professional background. The overall figure shows that more than 50% of the courses are taught by internal faculty.

Documentation of the Selection and Promotion Procedures

During the report period, no search procedure for Full or Associate Professors was completed. Two appointment committees already formed last year continued their search.

The only promotion activity in connection with MODUL University Vienna was the habilitation of Dr. Sabine Sedlacek by the Vienna University of Economics and Business in summer 2015.

Measures to Promote Young Researchers and Human Resource Development

During the report period, MODUL University offered seven positions for young researchers and lecturers, giving them not only the possibility to focus on their doctoral thesis, but also including them in the scientific community, encouraging them to visit international congresses and to take part in research projects. Also, twelve young researchers were included in the scientific community at MODUL University as researchers on projects.

To help each faculty member to clarify its scientific and professional objectives and to structure its research, as well as to monitor the development and the progress of the faculty as a whole, every year each faculty member's Faculty Professional Development Objectives Plan is discussed with the respective dean.

The topics discussed in this interview are outlined in Annex I.

As special measurements to promote young researchers, regulations concerning premiums for publications in peer-reviewed journals should be mentioned. This way, MODUL University incites young researchers to publish their findings in renowned journals. The premium for a-rated journal amounts to € 1,000, the premium for b-rated journals to € 500.

In order to also promote the teaching quality, MODUL University Vienna started to award each semester a "Certificate of Excellence for Outstanding Teaching Performance" to lecturers who distinguished themselves in this field.

MODUL University Vienna also started in spring 2015 its "Working Papers Series" (<http://www.modul.ac.at/research/publications/working-paper-series/>), which helps young (and senior) researchers to get feedback to their papers before submitting them. This platform will also help to make MODUL University's research effort more visible.

3. Finances and Resources

In order to improve transparency, and in view towards quality management in the administration, the annual accounts have been checked by the company Fiducia Wirtschaftsprüfungs- und Steuerberatungs GmbH. The detailed figures can be found in the Annex II.

4. Research

4.1. MODUL University's Research Profile

MODUL University Vienna recognizes itself as a research oriented educational institution according to Humboldt's educational ideals. The university's profile should primarily consist of an outstanding reputation in research within its areas of specialization, and through that, it should make innovative and future-oriented learning possible.

MU Vienna wants to overcome the institutionalized separation between fundamental research, which is ostensibly dedicated to the object of its activities without regard to its usability, and applied research, which is carried out with a view on direct applicability in daily life. Like other leading national and international universities, MU Vienna has, in its initial stage of development, established a platform for industry research. It has done so in order to enable permeability between fundamental and applied research as well as to enable a precise, visible representation to the public.

Economic research at academic level will be successful primarily through a balanced mixture of basic and applied research endeavors and second through the transfer of research results into the teaching programs. Topics with the potential of profiling the university should emerge from research areas with a high potential to contribute to progress. This is particularly not everywhere the case in the area of business administration where only new and fashionable vocabulary is used (e.g. the buzzword of "destination management" in the specialization area of tourism and leisure). In addition to that, aspirations and competences have to match. In the long run, the private MODUL University Vienna is convinced to pursue the following five themes credibly (sequence has no ranking):

1. Travel Flow, Trend and Competitiveness Analyses

Very promising appears to carry forward the prevailing research initiatives in the field of regional tourism development. Urgent need for action still exists for conducting travel flow and competitiveness studies broken down by national, regional and urban structures. Questions like how the changes of infrastructure and tourism organizations in Eastern Europe impact on the competitiveness of Central and Eastern European destinations remain predominantly unanswered. President Karl Wöber contributes his more than 10 years' of experience in this field and offers – in cooperation with the largest national and European tourism organizations (Austrian National Tourism Organization, European Travel Commission, European Cities Tourism) – the most comprehensive database in European tourism statistics. In May 2009, this project received the "Ulysses Special Jury Prize" by the UNWTO in the category "Innovations for Tourism Companies". This database offers an ideal backbone for conducting research projects focusing on destination and competitiveness analyses and on the development and evaluation of innovative tools for marketing decision support.

The continuously updated secondary statistical information is complemented by occasionally conducted primary investigations (e.g. standardized guest surveys in selected cities, manager panel data on the development of services rendered by tourism organizations). Both data sources are exploited in parallel for running varied investigations.

Particular problems in regional analyses arise during data compilation and the application of methods due to incomplete and/or non-standardized data. Hence, the overall research aim in this area foresees the further extension of the currently largest international database of regional tourism statistics, the application of existing and the development of new tools of analysis to improve the evaluation of regional economic problems. The university is ambitious to achieve grants from UNWTO and the EU-COST initiative. A recent project set up a European price index to make city tourism destinations comparable. A proposal for investigating the feasibility of a European Virtual Tourism Observatory, which aims to create the capability to improve the coordination and harmonization of all tourism data and surveying techniques so as to enable public and private stakeholders to identify potential tourism development strategies, evaluate their performances, was recently submitted for funding by the European Commission (Call for tenders No 88/PP/ENT/CIP/11/B/N02S009, EC, DG Enterprise and Industry).

2. Development and Evaluation of Information Systems

Marketing Intelligence tools are used for developing IT-supported product innovations, management information systems and selected research fields of the web economy. In the area of tourism specific and innovative technological developments President Karl Wöber gained national and international expertise during the past decades. Examples are the domain-specific search engine (<http://www.austria.info>) contracted by the Austrian National Tourism Organization and the tourism portal developed on behalf of the European City Tourism Association that employs web usage mining and web content mining technologies (<http://www.visiteuropeancities.info>). This research area emphasizes the development and dissemination of non-trivial methods of analysis and optimization exploiting insights from management, marketing science, psychometrics, statistics and computational intelligence. Related topics for further development are: new media usage for generating and assessing product innovations in tourism and leisure as well as the application of shared-experience models in collaborative working environments (particularly for tourism management).

MODUL faculty already started research collaboration in the past in this field: e.g. the “European eContent Tourism Study” (Scharl, Wöber), commissioned by the Austrian Chamber of Commerce and presented at the European Forum Alpbach in 2001 during the Benchmarking Talks. As another successful example, the EU-project “DieToRecs” (Zins, Wöber; IST-2000-29474; <http://dietorecs.itc.it>) for the development of a case-based reasoning system for destination recommendation on the internet, can be mentioned here. The expertise accumulated in the course of these projects is exploited for the development of new grant proposals. Applications for acquiring further grant budgets are continuously discussed and elaborated to intensify the research activities in the area of personalized travel recommender systems for web-based and mobile applications. Research results in the field of web-mining applications generated by Dr. Astrid Dickinger and Mag. Clemens Költringer are presented at workshops, conferences and published in scientific journals. Prof. Andreas Zins, Dr. Irem Arsal and Mag. Valeria Croce started in 2008 contributing with the data supply for the generation of the annual European City Marketing “Benchmark Group City Tourism Report”. Since 2009, the editing and publishing of this report has been taken over by MODUL Research too. In the same year, a web-based

interactive reporting tool has been developed for the same purpose and complement since then the conventional digital static print report.

Numerous projects in the field of media monitoring and knowledge management lack suitable analytical frameworks, focus on only one medium, or neglect the dual role of travelers and decision makers as producing and consuming units of content. These shortcomings open a very promising field for research to grasp and model e.g. the fundamental mechanisms of information diffusion in media of different degree of interactivity and their impact on the process of public opinion emergence. MODUL faculty members (Scharl, Sabou, Dickinger, Wöber) have been working on a series of successful FIT-IT Semantic System Projects (www.fit-it.at) since 2007, including IDIOM (www.idiom.at), RAVEN (www.modul.ac.at/nmt/raven) and DIVINE (www.weblyzard.com/divine). The technologies developed within these projects can be used to analyze the diffusion of tourism relevant information between websites, RSS feeds and social media (blogs, Wiki applications, discussion for a, etc.). Such an analysis can address the following questions of how tourists disseminate their travel experiences through social networks, and how decision makers in tourism exploit these processes. Under this category, a project proposal was developed under the headline “European Cities – Online Media Monitor” and submitted to the organization European Cities Marketing. Some of the major European tourism destinations already assured their interest and financial contribution.

MODUL University Vienna’s advanced information exploration and retrieval tools require accurate annotation services to enrich documents with geospatial, semantic and temporal tags. Such annotations describe complex relations, which are best understood in graphical form. For this purpose, webLyZard synchronizes geographic maps, tag clouds, keyword graphs as well as two- and three-dimensional information landscapes. These visualizations help users to understand the context of the gathered Web intelligence while navigating large repositories of Web documents – processing a user’s search query and showing the most relevant documents in their specific regional context, for example, or comparing the online coverage about an organization by different stakeholders groups.

The development of a geo-based tourism portal under the name CATER (Contextualized Access of Tourism-Related Electronic Resources) will apply the information exploration and retrieval tools mentioned above. CATER will evaluate the context-specific access to information spaces and experiment with novel forms of human-computer interfaces. Currently the Web mining platform is being extended into a real-time collaborative authoring environment as part of the “Climate Change Collaboratory” (www.ecoresearch.net/triple-c), a two-year research project with strong international support from Associate Partners such as the NOAA Climate Program Office (U.S. Department of Commerce), the NASA Ames Research Center (U.S. National Aeronautics and Space Administration), the London School of Economics and the U.S. Association of Science-Technology Centers.

4. Empirical Travel and Leisure Behavior Research

Research focuses on an innovative progress in the development of behavioral models. This means that more than an unreflected transfer of results of consumer behavior research into the domain of travel and leisure is envisaged. The complexity and peculiarity of the predominantly intangible tourism and

leisure products challenge many aspects of prevailing models of buying behavior and urge for adaptation and re-orientation. However, the specific developments of the travel and leisure market and its contingencies act themselves as drivers for necessary adaptations in modeling the consumer behavior: important decision elements such as rhythm and horizon of buying decisions, information behavior and distribution channels changed dramatically within only a few years. Prof. Andreas Zins contributes with his extant experiences as a project manager of the Austrian National Guest Survey (GBÖ) and similar evaluation instruments and other grant or contract based projects related to all-inclusive cards, all-inclusive product offers, service evaluations for airport lounges and airlines, segmentation studies for the day-trip market, information behavior of travel consumers, assessment of alternative distribution channels for travel products, among others. Product innovations – their development and assessment – are further future oriented research areas in cooperation with IT-based and web-based tools.

5. Sustainable Tourism and Development

Based on the previous and current research areas of Prof. Dagmar Lund-Durlacher and Prof. Arno Scharl another research focus emerges in the area of sustainable tourism. Questions and problems related to quality assurance initiatives within destination management, the implementation of certification schemes as well as corporate social responsibility initiatives are among the future challenges to be addressed more systematically by research projects. Another platform for information exchange was established in 2003 by Prof. Arno Scharl: ECOresearch network is a research network for internet-based environmental information exchange with currently about 400 participating members (www.ecoresearch.net). His edited book in the Springer Advanced Information & Knowledge Processing Series about “Environmental Online Communication” substantiates the ample international interest into this multi-faceted research area.

6. Governance for Innovation and Sustainable Development

Innovation and sustainable development are both highly visible target areas on the political agenda, and demand the appropriate governance structures for their promotion. The central challenge of governance is developing the institutional capacity to design, promote, gain agreement for, implement, and monitor effective strategies. Ongoing research by Harvey Goldstein and Sabine Sedlacek concerning the role of institutions in the economic development process of many regions indicates the crucial role they play in the ability of regions to make transitions needed for sustainability in the midst of global competitive pressures.

7. The Role of Higher Education in Sustainable Economic Development

In the globalized, knowledge-based economy of the 21st century, organizations that produce and disseminate knowledge have a critical role to play in assisting cities, regions, and nations reach and sustain economic competitiveness. How do higher education institutions respond to this recognition, by expanding their activities beyond teaching and basic research to include economic, business, and technology development? Research conducted by Harvey Goldstein over the last ten years has

examined the effectiveness of universities in the stimulation of regional economic development, the emergence of academic entrepreneurship and the problems and opportunities the 'entrepreneurial turn' of universities creates, and the analyses of policies and regulations that hinder how universities can become more effective as an engine of regional development. Sabine Sedlacek has been conducting research on how institutions of higher education have provided leadership as well as technical expertise in sustainable development practices, while Karin Glaser and Harvey Goldstein have an on-going research project on universities as actors in local and regional governance.

8. Tourism and Regional Development Policy

In the last few decades there has been a paradigm shift in how we view the relationships among tourism, development, and sustainability. Indeed there is a fragile interdependence between tourism, environmental quality, and regional economic well-being. How can tourism and regional development strategies be coordinated to achieve sustainable development?

9. The measurement of living conditions and quality of life

In close connection to the international developments regarding social structural indicators, MODUL University Vienna is engaged in fundamental research about the assessment of living conditions, quality of life and subjective well-being. Driven by the report of the Stiglitz-Sen-Fitoussi commission, OECD as well as EU are working on amendments to the system of social indicators, going far beyond merely economically oriented variables such as GDP or monthly income. However, severe measurement problems raise questions about the validity of many of the proposed indicators (such as subjective ratings of life satisfaction). Therefore, various kinds of measurement approaches are tested and compared on a large-scale basis, including particularly interviewing and survey approaches.

4.2. Research: Facts and Figures

MODUL University in Total

Department	Awards	Conferences				Other Services	Research Projects	Professional Training	Thesis Supervised		
		Invited Presentation	Presentation	Participation	Total				BBA	Master	Total
TSM	4	19	24	7	50	36	9	0	42	7	49
PGSD	1	0	8	0	8	3	8	0	2	8	10
NMT	0	5	7	5	17	13	6	0	2	1,5	3,5
IM	0	0	0	0	0	0	0	0	0	0	0
ASE	1	1	1	1	3	3	3	0	3	2	6
Total MODUL	6	25	40	13	78	55	26	0	49	18,5	68,5
Change in relation to last year	+600%	+25%	+14%	+116%	+27%	+5%	+73%	-100%	+63%	-7%	+34%

Most of the categories should be self-explanatory, but on the less obvious, some remarks might be in place: “Other Services” refers to all the services that are provided to the scientific community, like serving as reviewer for journals and conferences or acting on as functionary in scientific networks or organizations. “Professional Training” refers to further education of the faculty which improves their professional performance.

4.3. Awards and Conferences

Faculty members received 2014/2015 the following awards:

Name of the Award	Awarding Institution	Winner
ENTER 2015 PhD Proposal Award (First Place)	International Federation for Information Technology and Travel	Daniel Leung
Wirtschaftskammer Wien Award 2015	Wirtschaftskammer Wien	Sabine Sedlacek, Lidija Lalicic
WU Best Paper Award 2014 in the category "Arbeiten aus fremdsprachlicher Wirtschaftskommunikation"	Wirtschaftsuniversität Wien	Ivo Ponocny
5th Destination Branding and Marketing Conference Best Paper – Runner-up Award	Destination Branding and Marketing Conference	Andreas Zins
Certificate of Excellence for Outstanding Teaching Performance in Spring Semester 2015	MODUL University Vienna	Bozana Zekan

Members of MODUL University's Faculty participated 2014/2015 in the following conferences:

No.	Name of Conference	Organizing Institution/Host
1	8th CFE Conference	CFE-ERCIM
2	35th International Symposium on Forecasting	IIF
3	13th Brazilian Symposium on Human Factors in Computer Systems (ICH 2014)	Universidade Estadual do Oeste do Paraná
4	13th Global Forum on Tourism Statistics, Nara	OECD and Eurostat
5	15th International Institute of Forecasters Workshop	Institute of Forecasters
6	16th World Bank Conference on Land and Poverty	World Bank
7	22nd ERES Annual Conference	European Real Estate Society

No.	Name of Conference	Organizing Institution/Host
8	22nd International Conference on Information Technology and Travel and Tourism	International Federation for Information Technology and Travel and Tourism
9	3rd Global Summit on City Tourism "New Paradigms in City Tourism Development"	United Nations World Tourism Organization
10	50th Tourist Research Center Meeting, Lyon	Tourist Research Center
11	55th ERSA Conference	European Regional Science Association
12	5th Conference of the International Association for Tourism Economics (IATE)	International Association for Tourism Economics (IATE)
13	65th Aiest Conference	Aiest
14	8. Bologna Tag	BMWFW
15	9th Consumer Psychology on Tourism, Hospitality and Leisure Symposium	University of Namur
16	9th Latin American Web Congress (LA-WEB 2014)	Universidade Federal de Ouro Preto
17	Aga Khan University Advisory Board Meeting	Aga Khan Foundation
18	AQR-IREA Workshop on Cultural Tourism and Sustainable Urban Development, Barcelona	University of Barcelona, Faculty of Economics
19	BEST EN Think Tank 2015	BEST EN Building Excellence for Sustainable Tourism
20	Bi-Annual Meeting of the International Academy of the Study of Tourism	International Academy of the Study of Tourism
21	Conference on Person-Oriented Research	University of Vienna, Department of Psychology, Unit of Quantitative Methods & The Scandinavian Society for Person-Oriented Research (SPOR)
22	Conference on Statistics and Analysis in Tourism, Östersund	Mid-Sweden University
23	Connect4Climate	World Bank
24	Data Lab: TourMis - das Wikipedia der Tourismusstatistik	Travel Industry Club
25	Destination Branding and Marketing Conference	Institute for Tourism Studies, Macau
26	D-Werft Conference	D-Werft Project
27	EBU Broadthinking	European Broadcasters Union (EBU)
28	ECOR Annual Conference	ECPR and University of Glasgow
29	ENTER Conference	University of Lugano, IFITT
30	ESA European Sociological Association	ESA and Charles University Prague
31	European Cities Marketing Research and Statistics Working Group Meeting	European Cities Marketing

No.	Name of Conference	Organizing Institution/Host
32	European Cities Marketing, General Assembly	European Cities Marketing
33	European Travel Commission Meeting, Dublin	European Travel Commission
34	Europeana Creative Culture Jam	Europeana
35	EuropeanaTech 2015	Europeana
36	EuroVis Workshop on Visual Analytics, EuroVA	Eurographics
37	EUScreenXL	EUScreen Project
38	HICSS 2015	University of Hawai'i at Manoa
39	Hotel Investment Forum 2015	HAM Hotel Asset Management
40	HTL Summit	PKF Hotelexperts
41	IFITT Doctoral Summer School, Vienna	International Federation for Information Technology and Travel and Tourism
42	INSNA Sunbelt	INSNA and University of Sussex
43	International Conference of Europeanists	CES and Science-Po Paris
44	International Conference on Consumer Electronics (ICCE 2014)	IEEE
45	International Conference on interactive Experiences for Television and Online Video (TVX 2015)	ACM
46	International Conference on Tourism and Business	Mahidol University International College, Bangkok
47	International Semantic Web Conference (ISWC 2014)	Semantic Web Science Association
48	International World Wide Web Conference (WWW 2015)	IW3C2
49	Kahlenberger Gespräche	MODUL University Vienna
50	North American Regional Science Association Annual Meeting	Regional Science Association International
51	Political Studies Association Annual Conference	PSA and University of Sheffield
52	Senior Expert meeting on Integrated Measures for Monitoring	UNEP
53	TourMis Workshop and International Seminar on Knowledge Sharing for Tourism Destinations	European Travel Commission and European Cities Marketing
54	TTRA	MCI Innsbruck
55	UNWTO Special Workshop on Tourism Statistics	United Nations World Tourism Organization
56	Vienna Workshop on Sustainable Development	Vienna University of Economics and Business
57	Workshop on Productivity Gap in Tourism	University of Surrey

No.	Name of Conference	Organizing Institution/Host
58	Workshop on Tourism Development and Smart Cities	University of Florida
59	World Tourism Forum Lucerne 2015	WTFL
60	WTCF Summit, Beijing	World Travel Cities Forum
61	WTTC Global Summit 2015	World Travel and Tourism Council (WTTC)
62	XII. Quality of Life Conference. Sustaining Quality of Life Across the Globe	Freie Universität Berlin

4.4. Research Projects 2014 2015

No.	Name of the Project	Department	Other Involved Institution(s)
1	Contribution to Österreichischer Jugendbericht	ASE	Statistics Austria; Danube University Krems, Federal Ministry of Family and Youth
2	DecarboNet	NMT	Open University; Vienna University of Economics and Business; University of Sheffield; Stichting Waag Society; WWF Switzerland; Green Energy Options Ltd.; Donor: EU
3	Economic Relevance of Mountain Biking as a Leisure and Tourism Activity	TSM	Österreichische Landwirtschaftskammer
4	Eurostat Tender "Quality of Life"	ASE	Eurostat; Statistics Austria; Quantos; Icon
5	Evaluierung der Initiativen im Bereich Kulinarik im Rahmen des Programmes LE07-13	PGSD, TSM	ÖAR Regionalberatung GmbH
6	Evaluierung des Wiener Bildungsexports anhand der Fallstudie MODUL University Vienna	PGSD	-
7	Flood Management in Austria	PGSD	EU Commission JRC
8	How long do our ideas last? Study of the temporal pattern of citations in the regional science literature.	PGSD	WU Wien

No.	Name of the Project	Department	Other Involved Institution(s)
9	Impulse zur Sicherung und Ausbau von Ganzjahresangeboten in Gastronomie und Beherberung im Nordburgenland	PGSD, TSM	ÖAR Regionalberatung GmbH
10	Investment Funds for Technology-Based Start-Ups in Vienna; Sources, Actors and Alternative Financing Models	PGSD	-
11	LinkedTV www.linkedtv.eu	NMT	Fraunhofer IAIS, CERTH, EURECOM, MODUL, UEP, Sound and Vision, Noterik, CWI, RBB, University of Mons, University of St. Gallen
12	Management Contract and Fee Structure Study	TSM	Hotel Asset Manager's Association (HAMA Europe); PKF Hotelexperts
13	PHEME Computing Veracity - the Fourth Challenge of Big Data	NMT	University of Sheffield; Universität des Saarlandes; Ontotext AD; ATOS Spain;; King's College London; iHub Ltd.; Swissinfo.ch; University of Warwick
14	PIAAC Gender Differences	ASE	Statistics Austria
15	Start-Up Finance in Austria	PGSD	Vienna Chamber of Commerce
16	uComp	NMT	University of Sheffield; Vienna University of Economics and Business; Department of Research Institute Computational Methods; LIMSI-CNR; Donor: EU/FWF
17	UNEP Live	NMT	Donor: UNEP
18	Wirtschaftskammerpreis 2014	TSM	Vienna Chamber of Commerce

4.5. Other Services to Academia

This section gives a brief overview of the manifold ways in which members of the faculty support the academic world. It is a list of all the tasks like being member of an editorial board or a reviewer of a journal that make academia possible in the first place.

Short Description/Function	Service provided to
Co-Organizer and/or Speaker	PIAAC - Participation in the presentation of the Austrian PIAAC Expert's Round and Press Activities
	Co-Chair 3rd Linked Media Workshop at WWW 2015
	Overall Chair of the 3rd Edition of the IFITT Doctoral Summer School
	Co-Organizer Remixing Media on the Semantic Web at ISWC 2014
	Presentations at IFITT Summer School
Consulting	SMEG - Consulting for BIFIE, Statistical-Methodological Expert Group
	Round Table "Wie geht es Österreich?" - Participation in expert consulting for Statistic Austria's quality-of-life reporting
	Technical Advisor for European Cities Tourism
	Technical Advisor European Travel Commission
Journal Peer Reviews	International Journal of Sustainability in Higher Education
	Annals of Tourism Research
	Others
Other Reviews (Conferences etc.)	LILE2015, Linked Learning 2015 - Learning and Education with Web of Data
	Posters and Demonstrations Track of ESWC 2015
	Web Science track, WWW 2015, Florence
	PIXSEM 2014 (From Pixels to Semantics - Semantic Analysis meets Visual Analysis), ISWC 2014
	In Use track, ISWC 2014
	I-KNOW 2014
	SEMANTICS 2014
	i-KNOW 2015, 15th International Conference on Knowledge Technologies and Data-Driven Business
	IEEE Transactions on Visualization and Computer Graphics
	Springer The Visual Computer
	ENTER Conference Scientific Committee Member
Member of the Editorial Board	Journal of Tourism Research
	Journal of Modelling in Management
	Journal of Information Technology and Tourism
	International Journal of Tourism Cities
Chair of Board	Austrian- Educational (Fulbright) Association
	Chair of TourCert Certification Board
	ÖPUK - Conference of the Austrian Private Universities

Short Description/Function	Service provided to
Member	Foutouris Scientific Advisory Board
	BEST EN Executive Committee
	AQ Austria Generalversammlung und Kuratorium
	Aga Khan Graduate School Advisory Board
	Expert Committee World Cities Tourism Forum
	Wissenschaftlicher Tourismusbeirat
	Ars Docendi Beirat
	European Cities Tourism
	Local Organizing Committee for the European Regional Science Association (ERSA)
Editor-in-Chief	International Journal of Culture, Tourism and Hospitality Research

4.6. Publications

This academic year, in total 74 times faculty members of MODUL University have contributed to publications, either in the form of chapters of books, published presentations, journal articles or other.

Department	Journal Article	Books/Reports	Bookchapter	Conference Paper	Other	Total
TSM	14	8	11	0	3	36
PGSD	7	0	4	1	1	13
NMT	0	0	1	12	1	14
IM	3	0	0	0	2	5
ASE	4	1	1	0	0	6
Total	28	9	17	13	7	74
Change in relation to last year (=100%)	-15%	+900%	+41%	+160%	-50%	+15%

As already mentioned in chapter 2.2., MODUL University also started its own “Working Papers Series” in spring 2015. Up to now, 6 papers have been published in this series.

4.7. Library

Also for MODUL University Vienna's library it has been a year of further development. The figures in a nutshell, indicating the progress of the library's development can be seen below.

The library is accessible to students 44 h per week, and provides along with the other resources mentioned in the table below, access to the Business Source Premier database and the UNWTO e-library. In this academic year, the services of the online catalogue were upgraded, personalized lists of results and reservations can now be saved.

Other activities include tutorials on the use of the library and workshops to deepen the knowledge on the use of the resources. Four of these workshops were organized this academic year.

Data on the library	
Inventory print media	2741
Change in relation to last year	+3%
Newly catalogued media	436
Loans 2014/2015	987

5. Academic Co-operations with Universities

MODUL University Vienna co-operated with the following universities in 2014/2015:

ERASMUS Partner - bilateral agreements	Location	Duration until
<i>Boğaziçi Üniversitesi</i>	Istanbul, Turkey	2021
<i>CBS Cologne</i>	Cologne, Germany	2016
<i>Dublin Institute of Technology</i>	Dublin, Ireland	2017
<i>ESADE Ramon Llull</i>	Barcelona, Spain	2021
<i>La Rochelle Business School</i>	La Rochelle, France	2021
<i>NHTV Breda University of Applied Sciences</i>	Breda, NL	2016
<i>University of Barcelona</i>	Barcelona, Spain	2021
<i>University of Southern Denmark</i>	Denmark	2021
<i>University of Surrey</i>	Surrey, UK	2017
Other Partners	Location	Duration until
<i>East Carolina University</i>	Greenville, North Carolina, USA	-
<i>San Francisco State University</i>	San Francisco, California, USA	-
<i>School of Hotel and Tourism Management, Hong Kong Polytechnic University</i>	Hong Kong	2017
<i>School of Tourism and Hospitality Management, Temple University</i>	Philadelphia, Pennsylvania, USA	-
<i>Taylor's University</i>	Malaysia	2017
<i>Universidad Anahuac Mayab</i>	Mexico	2018
<i>University of Central Florida</i>	Orlando, Florida, USA	2021
<i>Victoria University</i>	Melbourne, Australia	-

Staff / Faculty exchange - Erasmus bilateral agreement	Location	Duration until
<i>FH Eberswalde</i>	Eberswalde, Germany	-
<i>Sheffield</i>	England	-
<i>University degli Studi di Foggia</i>	Italy	-
Marketing Partner - agreement of cooperation	Location	Duration until
<i>Trocaire College</i>	Buffalo, NY	2015
Memorandum of Understanding	Location	Duration until
<i>Universidad Pedro de Valdivia</i>	Santiago de Chile, Chile	2019
<i>Moscow Institute of Electronics and Mathematics</i>	Moscow, Russia	2015
<i>University of Algarve</i>	Portugal	-

5.1. Co-operations with Networks and Associations

MODUL University is cooperating with the following networks and associations, either as a university or via one of its faculty members:

Institution/Network
ACM - Association of Computing Machinery
AIENT – International Association of Scientific Experts in Tourism
BEST EN – Building Excellence for Sustainable Tourism Education Network
CHRIE – The International Council on Hotel, Restaurant and Institutional Education
DAA – Digital Analytics Association
Deutsche Gesellschaft für Psychologie
Eurasia – Pacific Uninet
ICRT – International Center for Responsible Tourism
IEEE Computer Society
IFITT – International Federation for IT and Travel & Tourism
International Institute of Forecasters
International Society for Quality of Life Studies
OCG – Österreichische Computer Gesellschaft
ÖGAF – Österreichische Gesellschaft für Angewandte Forschung in der Tourismus- und Freizeitwirtschaft
Österreichische Gesellschaft für Psychologie
ÖPUK – Österreichische Privatuniversitätenkonferenz
Österreichische Statistische Gesellschaft
STI International

TEFI Tourism Education Futures Initiative
TIES – The International Ecotourism Society
UNWTO – United Nations World Tourism Organization

5.2. Collaboration with Professional Environment and Relevant Social Players

MODUL University Vienna highly values its collaboration with the professional environment and the relevant social players. This is stressed by the fact that an internship forms a compulsory part of the BBA programs. This not only helps the students to obtain valuable practical training and knowledge, but also tightens the bonds between MODUL University and the industry. Up to now, MODUL University maintains via MODUL Career, which supports BBA and BSc students in their internship, partnerships with 400 institutions and firms. Among these national and international partners are the Österreich Werbung (Austria's national tourism agency), the United Nations World Tourism Organization (UNWTO) and hotels and resorts from all over the world. MODUL Career also helps students in finding part-time jobs in their field of studies and maintains contacts with the alumni of MODUL University.

Of course, also the departments' Industry Advisory Boards form part of the university's strategy of collaboration.

Furthermore, close ties connect the university's Department of Tourism and Hospitality Management with European Cities Marketing (ECM) and the European Travel Commission (ETC).

Since fall 2013, MODUL University Vienna is also chairing the Austria's Conference of Private Universities (ÖPUK), which represents all Austrian private universities.

5.3. Overview MODUL Research GmbH

MODUL Research is a 100% subsidiary of MODUL University Vienna GmbH and serves as a hub to implement applied research projects with industrial partners and to communicate academic findings to the industry. Its manager is the Managing Director of MODUL University, Christian Hoffmann. For projects, external collaborators are hired and members of the faculty of MODUL University are borrowed.

In 2014/2015, the following amount of research monies have been acquired by MODUL Research:

	2014/2015
National sources	€ 0.00
International sources	€ 32,400.00
Total	€ 32,400.00

6. Quality Management

6.1. Organization and Instruments of Quality Management

Apart from the evaluations of the courses by the students (below.), MODUL University asks its students after the first year and before graduation to evaluate the university's services. The results are discussed with the respective departments and offices.

Also an "Employee Satisfaction Survey" has been conducted in 2014/2015. The results have been presented, discussed and have been taken into consideration by the University Board.

In the wake of adapting the university's structure, the "Equal Opportunity Employer Working Party" (EOWP) was created. This body, which is firmly established in the University's Constitution, is a contact point for cases of infringement of equal opportunities.

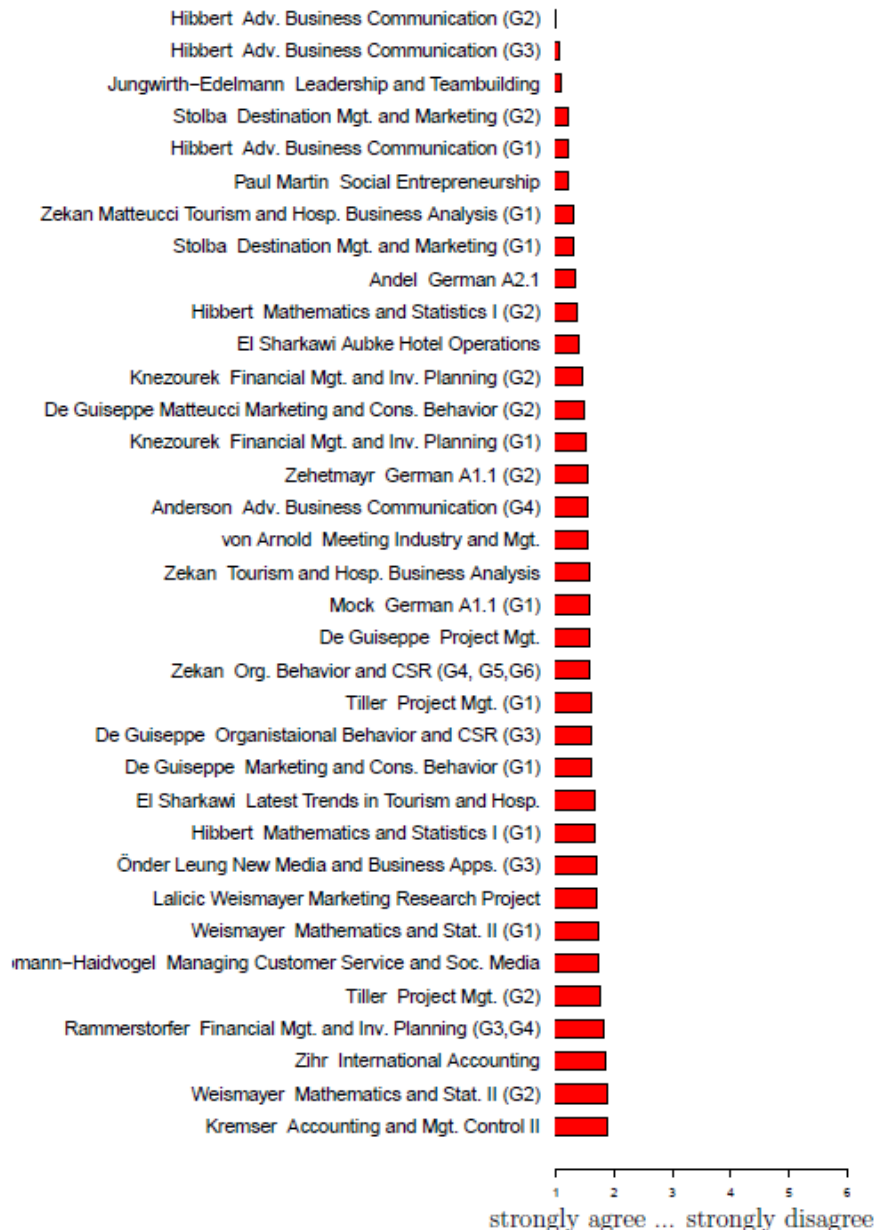
6.2. Evaluations

The results of the individual courses were made accessible to the lecturers; the respective deans received an overview of the results as well, enabling them to discuss salient outcomes with the lecturers. In order to provide an overview, the overall results of the last year are included in this report.

Course Evaluation

UG Fall Semester 2014

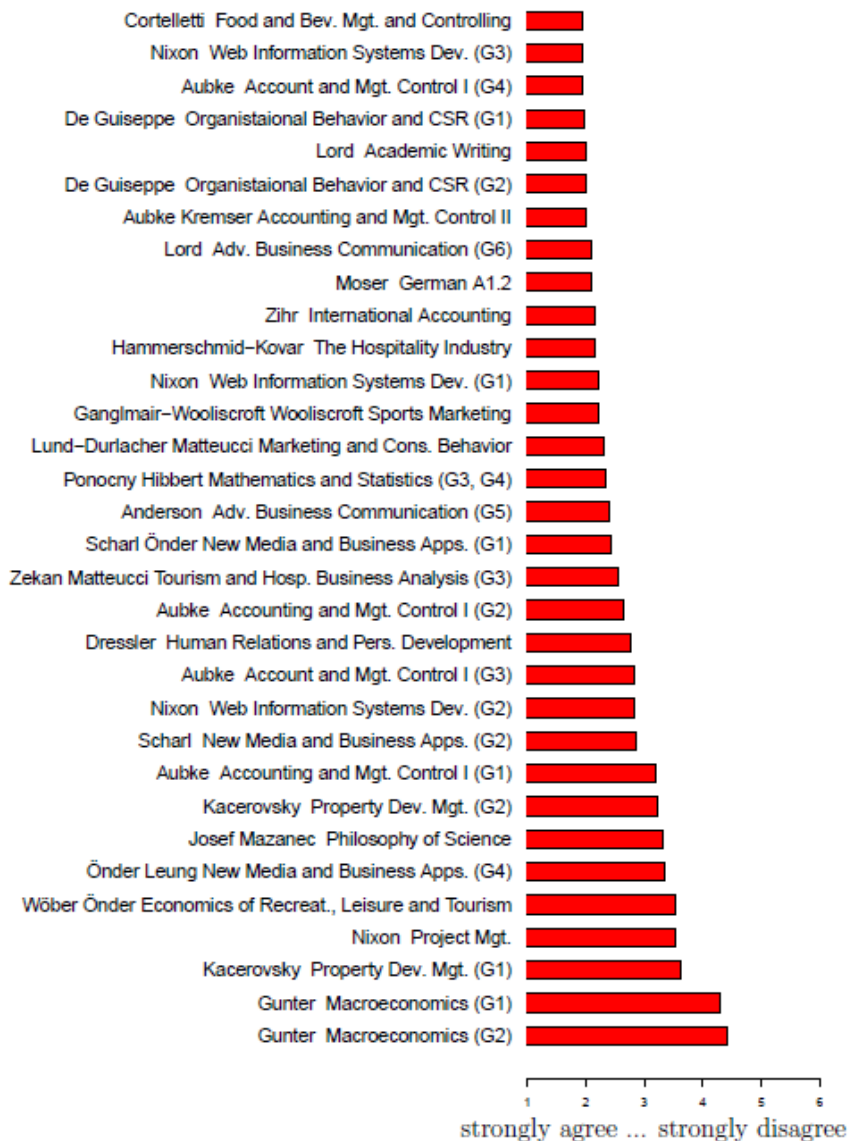
Question: Overall, I am satisfied with the course.



Course Evaluation

UG Fall Semester 2014

Question: Overall, I am satisfied with the course.

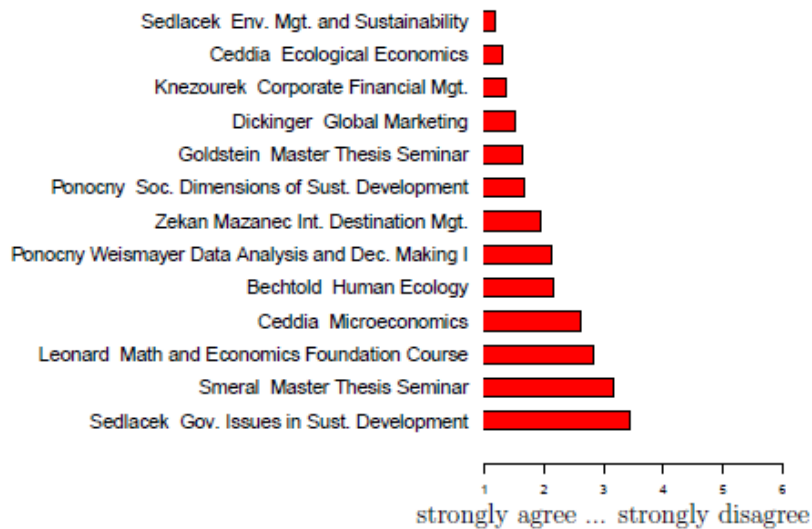


Course Evaluation

MSc Programs

Fall Semester 2014

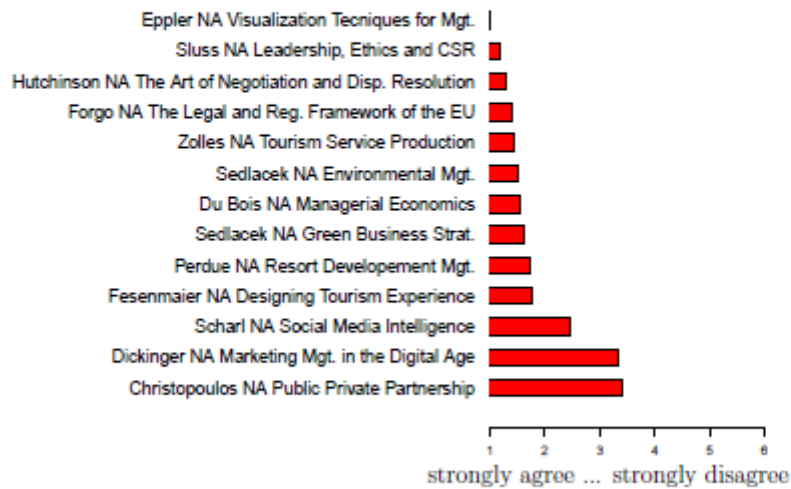
Question: Overall, I am satisfied with the course.



Course Evaluation

MBA Fall Term 2014

Question: Overall, I am satisfied with the course.

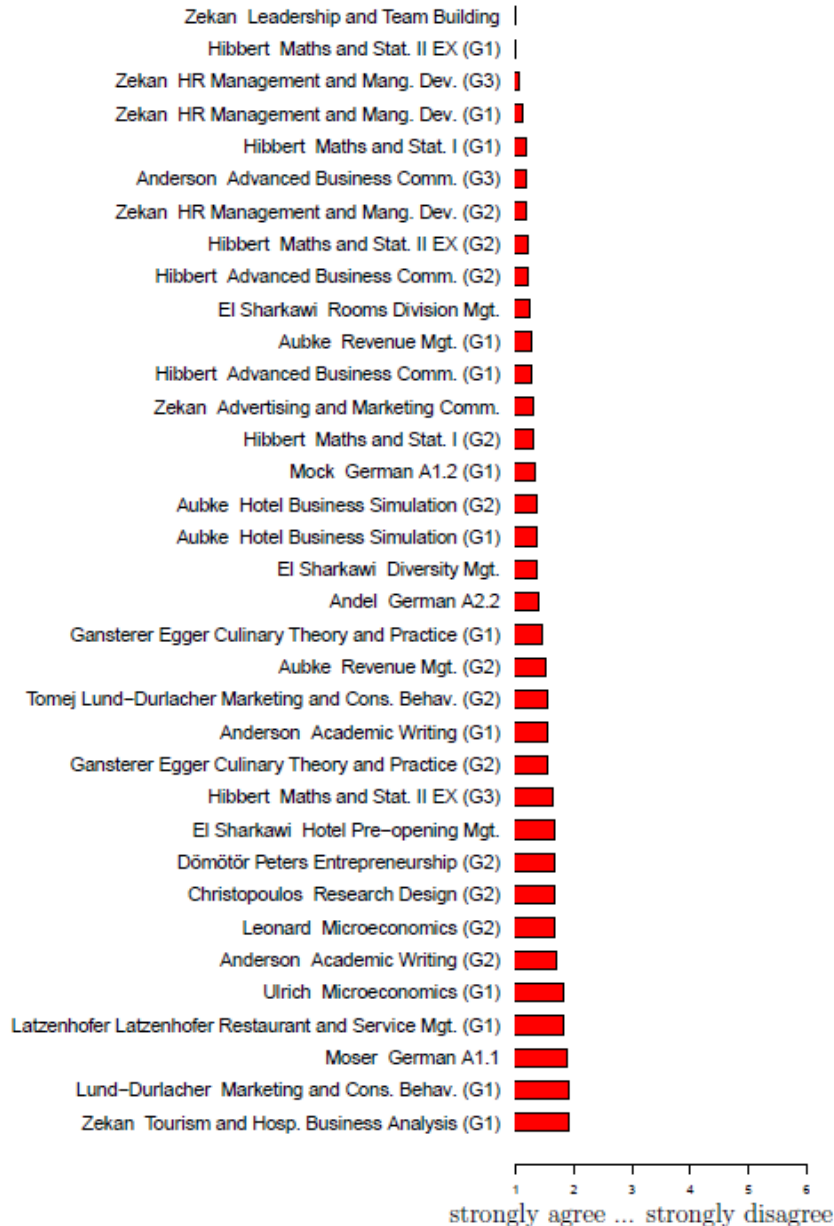


Course Evaluation

UG Spring Semester 2015

Overall, I am satisfied with the course.

Average: 2.1

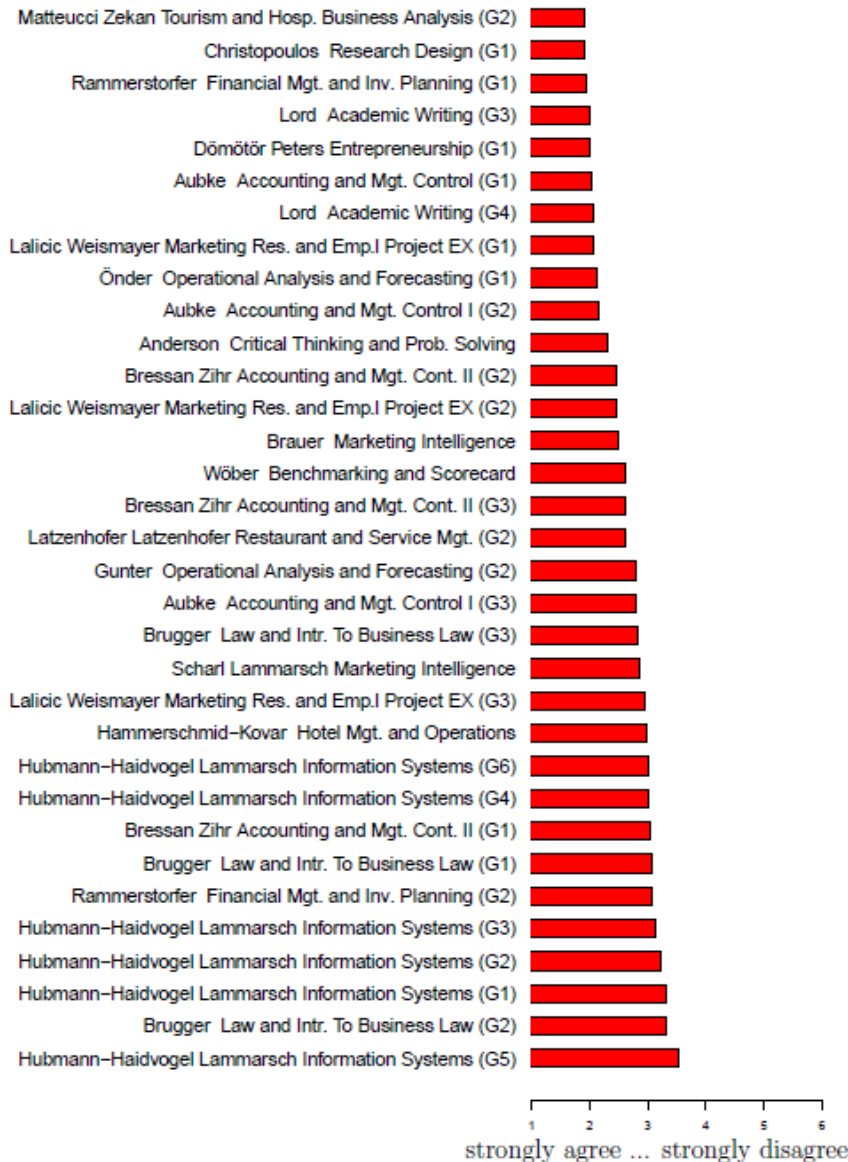


Course Evaluation

UG Spring Semester 2015

Overall, I am satisfied with the course.

Average: 2.1

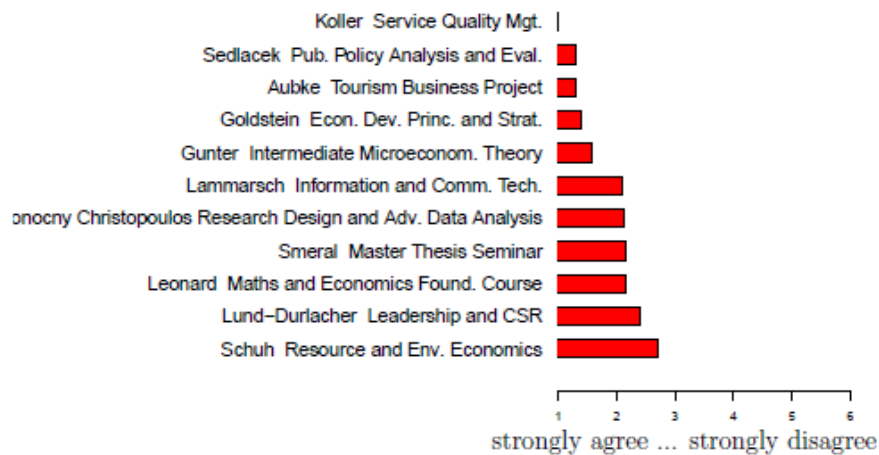


Course Evaluation

MSc Spring Semester 2015

Overall, I am satisfied with the course.

Average: 1.82

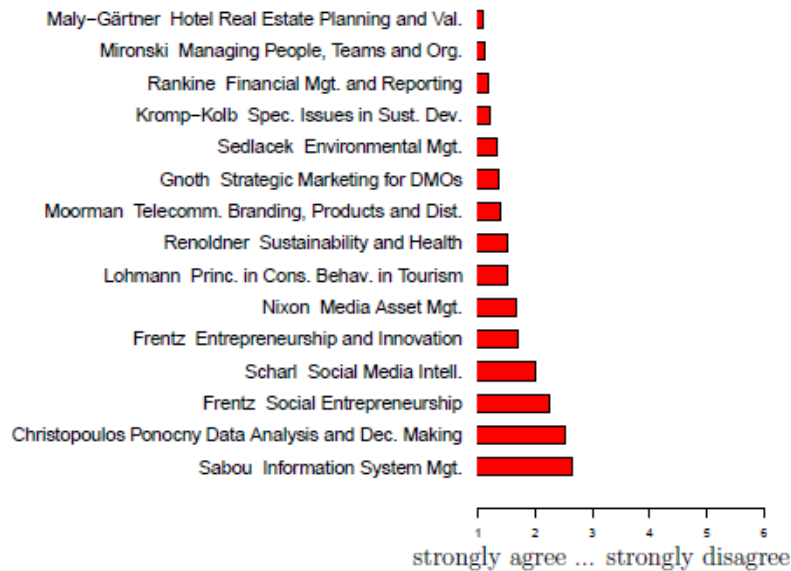


Course Evaluation

MBA Spring Semester 2015

Overall, I am satisfied with the course.

Average: 1.68



6.3. Collaboration of Student Representatives in Committees

In 2014/2015, due to a change in the national law, MODUL University's students, as all students at a private university in Austria, joined Österreichische HochschülerInnenschaft (ÖH), so the elections in May 2015 were held according to the respective law. The elected representatives nominated their peers for the University Senate and the other relevant bodies. Thus, they were connected to nearly all decision-making processes and helped in keeping the decisions' qualities high.

ANNEX I

FACULTY PROFESSIONAL DEVELOPMENT OBJECTIVES PLAN

INSTRUCTIONS FOR COMPLETION

Plans are due to the Dean on May 15, 2008

In preparation for completion of the FPDOP process, please review your current achievements with respect to the goals you have been pursuing for this year. Briefly comment on your progress in achieving current goals below.

Each faculty member will discuss with the Dean (and/or the President) current performance and the FPDOP. The faculty member and the Dean will sign the document and then send the agreed upon FPDOP electronically to Karl Wöber (karl.woeber@modul.ac.at). The signed copy will be maintained confidentially in the President's Office. The final copy is due two weeks after the interview.

NAME: _____.

DEPT: _____.

DATE: _____.

PROGRESS ON CURRENT GOALS (PLEASE BE BRIEF AND USE BULLET POINTS):

If this is your first FPDOP interview then please refer to the objectives as discussed when you started with MU Vienna. Please also specify if you are satisfied with your achievements!

I.a TEACHING/RETROSPECTION – *The purpose of this section is to provide feedback on your last year's teaching experiences at MU Vienna? Please list all courses you have been involved and comment on anything you want to improve our change. Also list (student) names, and titles of all bachelor or master thesis you have supervised or co-supervised in the last year.*

I.b TEACHING/GOALS – *The purpose of this section is to express your teaching interests for the forthcoming two semesters and to provide evidence of how you will continue to improve your teaching profile at MU Vienna. Also list (student) names, and titles of all bachelor or master thesis you have supervised or co-supervised in the last year.*

II.a RESEARCH/RETROSPECTION – *Please list all (a) articles, (b) conference papers, and (c) project papers (deliverables, project proposals) published (or accepted) during the last year.*

II.b RESEARCH/GOALS - *The purpose of this section is outline your suggestions on how you will continue to maintain currency through publications (intellectual activities) in your field and/or how you will contribute to the overall improvement in MU/MR research productivity.*

Identify your research and publication goals. Please be specific.

- The current year
- List working papers and papers under review
- List strategies with respect to moving this research forward toward publication.
- Two to three years out (e.g. goals for building a research agenda.)
- List your research goals to be achieved over the next 2 – 3 years and describe the strategies you will pursue to achieve these goals.
- Describe your strategies on how you will contribute to a common research agenda for our department?
- What will you do in order to pass your research knowledge on to other (younger) faculty members at your department?

Identify opportunities to increase or diversify your research output (journal articles, books and other intellectual contributions)

- Research projects that you are initiating or pursuing.
- Collaborative research activities with MU colleagues in your department or other departments
- Collaborative research with doctoral students
- Collaborative research with colleagues at other universities or industry
- Grants and external support for your research agenda.

III.a SERVICE/RETROSPECTION – Identify how you have contributed to the University administration (e.g. serve on program committees, contributions to the organization of marketing events, Liaison activities for exchange programs, journal referee, meeting planning, etc.) during the last year.

III.b SERVICE/GOALS – Identify how you plan to contribute to the University administration (e.g. serve on program committees, contributions to the organization of marketing events, Liaison activities for exchange programs, journal referee, meeting planning, etc.) in the future.

FACULTY PROFESSIONAL DEVELOPMENT

OBJECTIVES PLAN

NAME:

DEPARTMENT: _____.

DIRECTOR'S COMMENTS

(Comments from the Dean on the appropriateness of the plan and specific areas on which the faculty member should concentrate.)

...

FACULTY MEMBER'S COMMENTS

It is understood that the agreement is limited to a "good faith" commitment on the faculty members' part to execute the listed goals and objectives. It is also understood that the individual items in the document will change over time and a particular individual may take on different themes of research, new research projects, abandon existing streams of research, and focus on new areas of teaching and service and so on.

...

Faculty Member's Signature:

Date:

Dean's Signature:

Date:

President's Signature:

Date:
