



DEVELOPMENT PLAN MODUL UNIVERSITY VIENNA

STUDY YEARS 2020/21-2026/2027

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Modul University Vienna

Development Plan Study Years 2020/21-2026/2027

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Introduction

Modul University Vienna is a private university in Austria that is accredited by the Austrian Accreditation Council (AQ Austria) and is recognized by the Federal Ministry of Science and Research. It started its operations on 1st of October 2007. In light of the profound changes taking place in societies and economies, driven inter alia by rapid scientific and technological developments, the University plays a vital role in meeting current and future challenges and in developing new opportunities.

In 2018/19, the University welcomed 287 new students in Vienna. 204 of those students enrolled in one of the eight study programs, 37 in the Foundation Program, and 46 extraordinary students (exchange students, seminar participants). In 2019/20, the overall intake of students resulted in an increase of approximately 19%, which led to a record new number of about 700 enrolled students (see Figure 1).

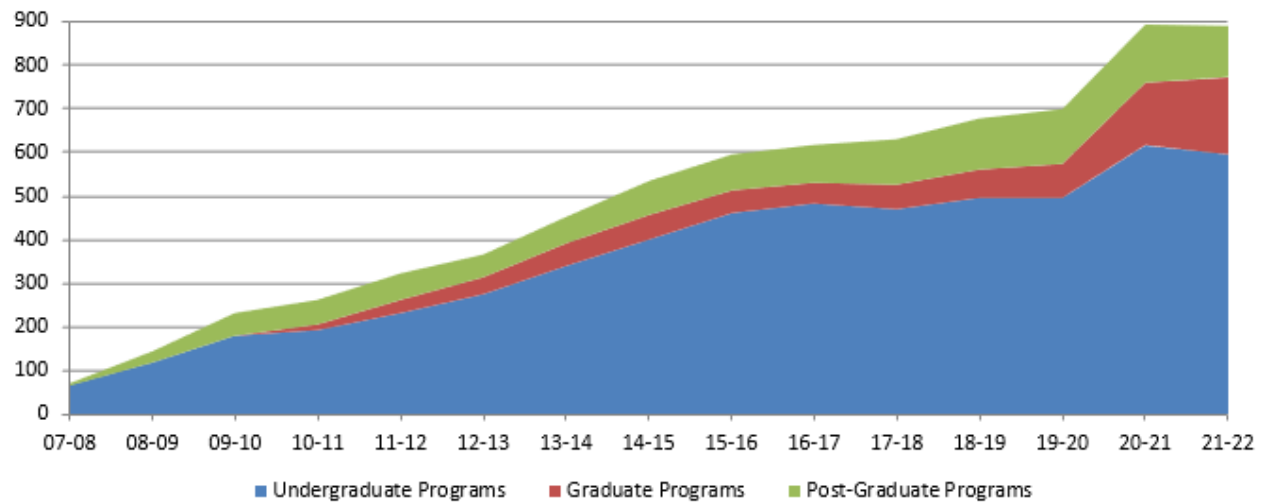


Figure 1: Total number and origin of students¹

¹ Vienna campus only.

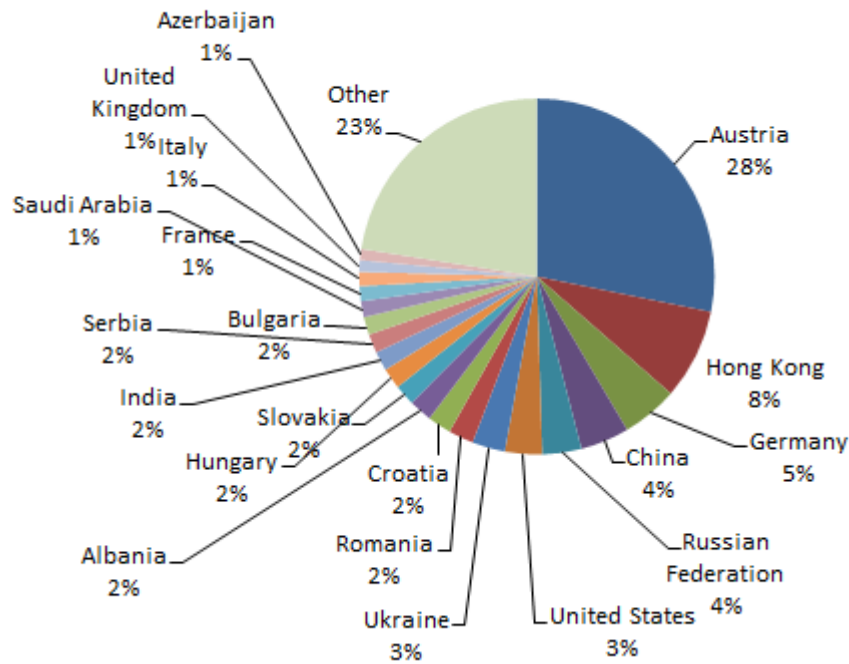


Figure 2: Citizenship of Students²

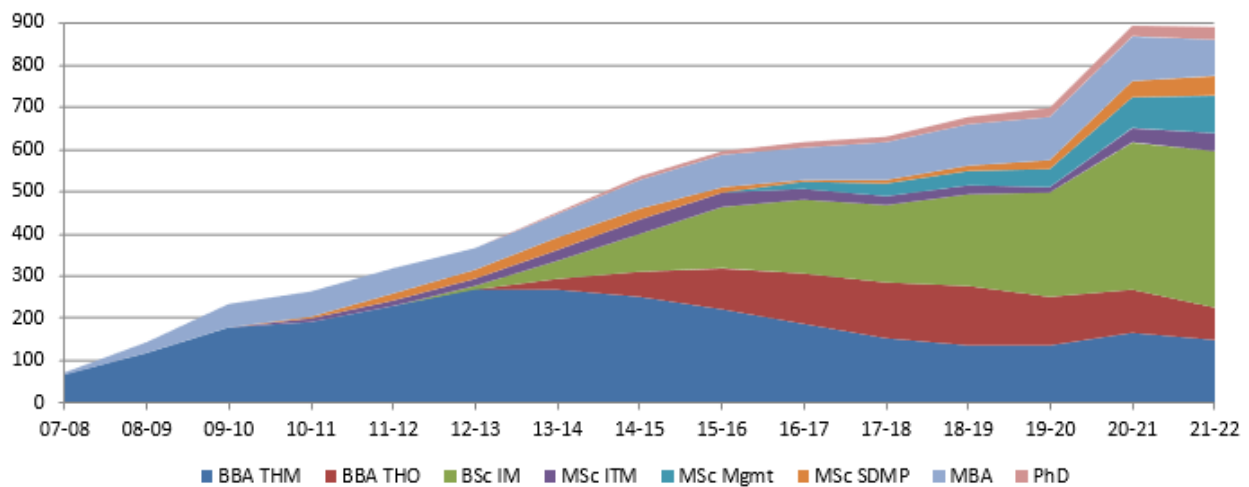


Figure 3: Number of students by Programs

Since its foundation, the University has continuously developed its profile by turning the 'Tourism University' into a wider recognized *Business School* (see Figure 4). In 2017, the number of students

² Vienna campus only.

enrolled in management exceeded the number of students enrolled in tourism related study programs.

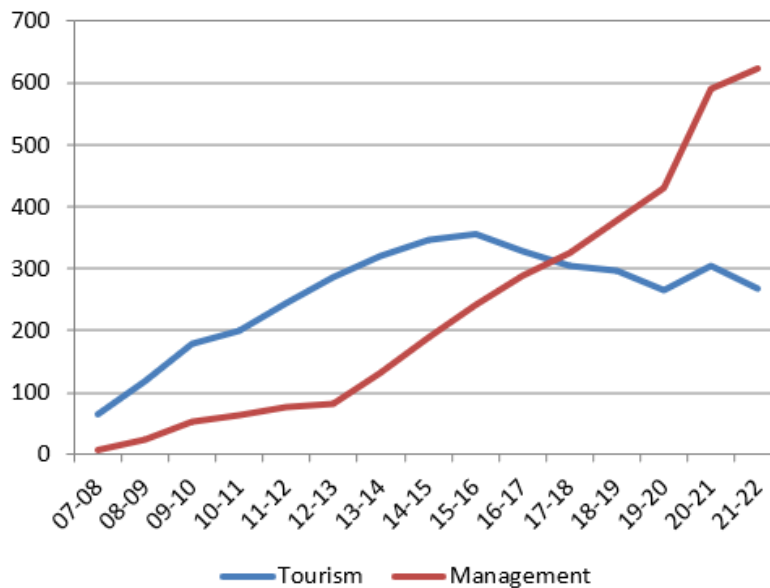
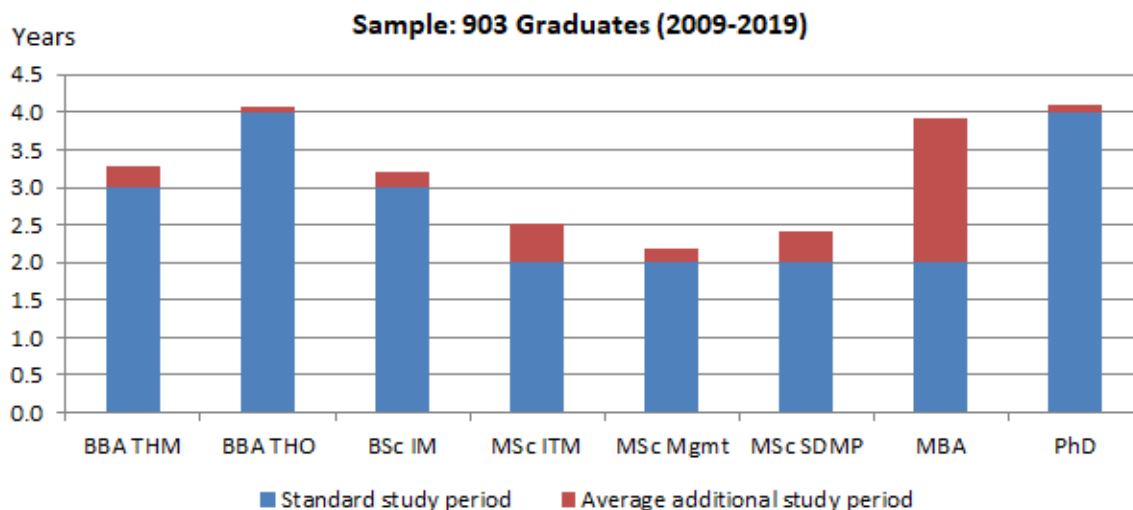


Figure 4: Number of students by study area

The quality management system of the University shows that students are generally very successful in completing their studies within the standard time period of study. However, in the undergraduate programs, the standard study period is exceeded, on average, by only one to three months; in the graduate programs by two to six months and in the PhD program by one month³ (see Figure 5). In the MBA program, which offers a very flexible study organization for working professionals, the average study extension period is almost 2 years (23 months)⁴.



³ In the PhD program, there is only a very small sample and a short period of monitoring.

⁴ The University has taken measures to reduce the average study duration in the MBA program.

Figure 5: Standard and actual study period

In the first 10 years of operation, 8.6% of all students withdrew from the University, mainly for financial reasons but also because they changed their minds and decided to study a different topic at another University, or for other personal reasons (e.g., home sickness). Additionally, 12.7% of students were expelled for not demonstrating the expected performance during their studies. However, thanks to the quality management system developed by the University, the ratio of graduates significantly increased from 74.1% during the first 5 years to 78.1% during the last 5 years of the first decade of operation (see Figure 6 and Figure 88).

In 2019/2020, due to the pandemic, many students postponed their graduation, which resulted in a peak in graduations in 2020/21 and 2021/2022.

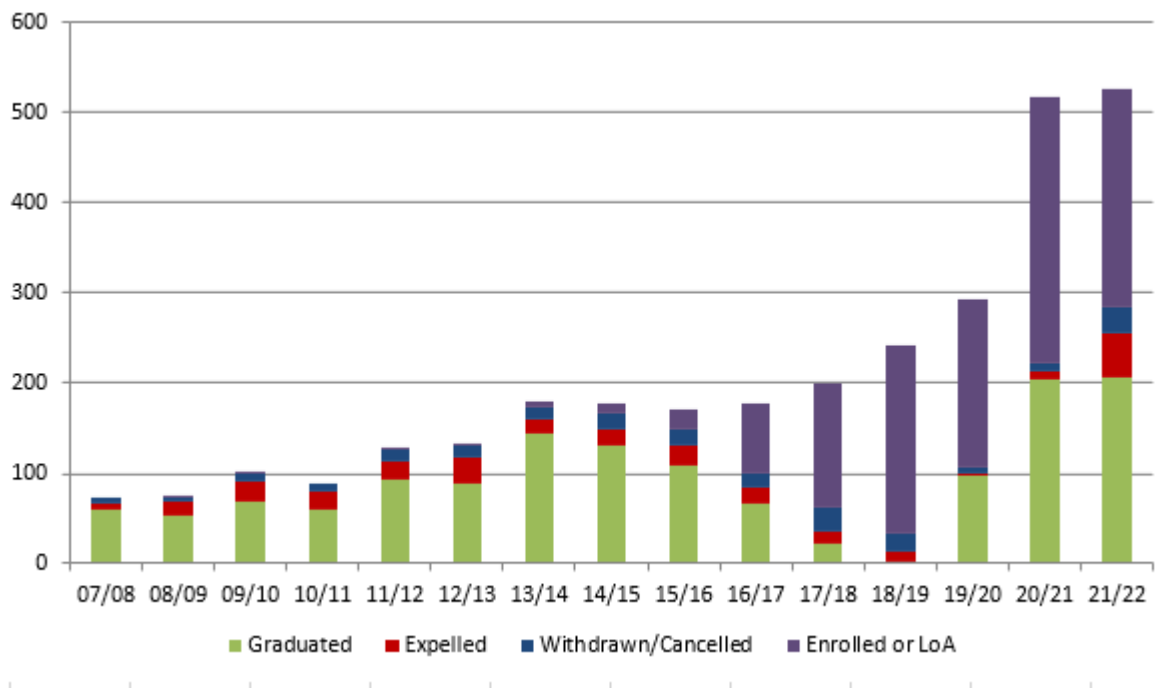


Figure 6: Intakes in all study programs

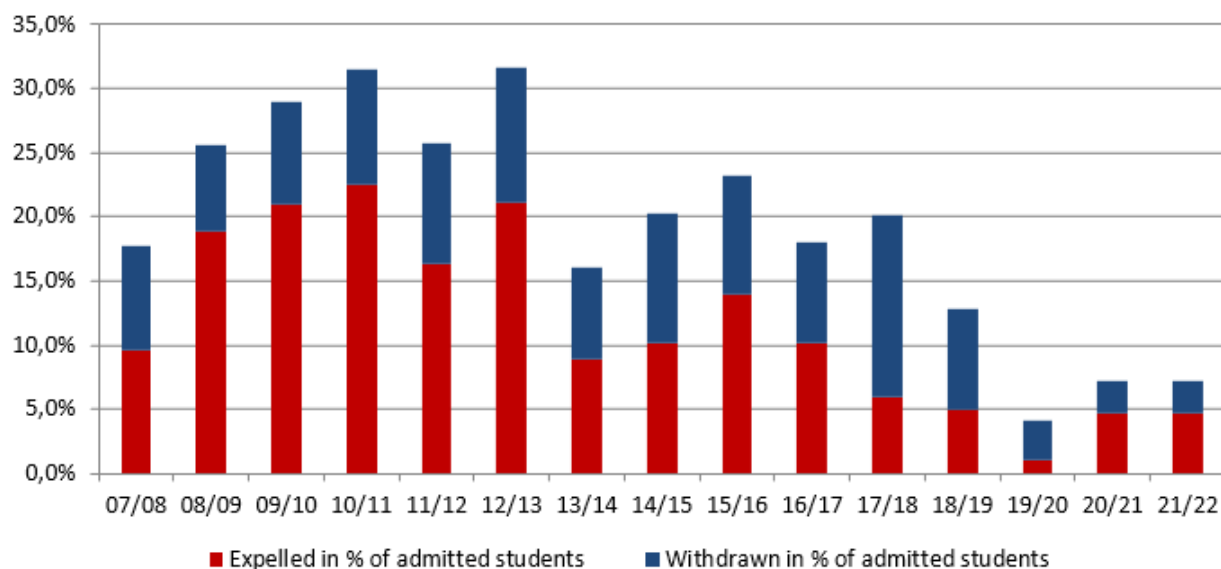


Figure 7: Expelled and withdrawn students in % of all admitted students

The age of students at enrollment varies on the level of the study program (see Figure 8, p. 8). For undergraduates, the average age of students is between 19.2 and 19.7 years old. In the master programs, it is between 23.3 and 24 years of age. The average age of students at the time of enrollment in the PhD program is 28.7 years. The most experienced are the participants in the MBA program, where the average age is 29.2 years.

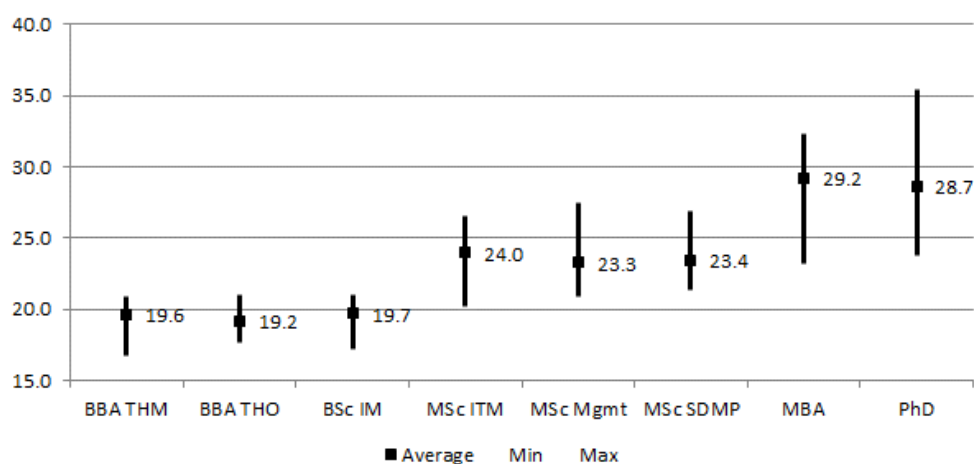


Figure 8: Age of all students (at the time of enrollment)

The current Development Plan builds on the achievements and knowledge collected during the first 13 years of operation. The updated version revises and extends the strategic profile and positioning of the University, as well as defines the new development goals for the **six-year accreditation period 2020/21-2026/2027**. The Plan is based upon various assumptions with regards to important developments of both the internal and external environments. It includes an **outline of the strategic objectives** and the planned resources and instruments for developing the

envisaged profile, which includes a financial plan and an organizational and personnel development plan.

Based on the experience of more than a decade, programmatic developments, the intake of future student numbers, and the necessary resources have been estimated under consideration of all available data and expertise to the best possible assumption. Nevertheless, all development steps outlined in this Plan, before they are implemented, need to be critically discussed with regards to the availability of resources. Further, as resources are limited, the University Board must prioritize when necessary.

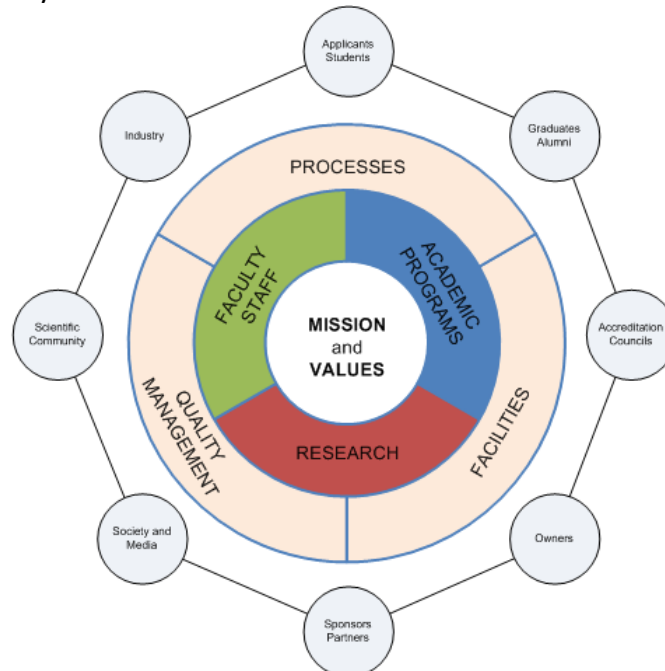


Figure 9: Stakeholders of Modul University Vienna

The goal of the Development Plan is to increase, not only the professionalism of the University as a whole, but also the overall performance of every employee in every academic and administrative department. This provides the basis for the sustainable success of the University.

The University deals with several stakeholders whose expectations need to be anticipated (Figure 9). The upmost priority is the University's responsibility for its **students, graduates** (alumni), **employees, industry partners** and **sponsors** affiliated with the University, and lastly, **science** and **society**. In addition, the University is responsible for the mission of its **owners**, who have high expectations for the development of the profile and the economic success of the University. Other important stakeholders include the **Austrian Agency for Quality Assurance and Accreditation** (AQ Austria), additional certifying institutions the University has selected for continuous external evaluations and reviews (UNWTO TedQual, AMBA), and providers of University rankings that benchmark the performance of the University with other universities (e.g., U-Multirank, THE University Impact Ranking, GreenMetric World University Ranking).

The vast number of various and occasionally conflicting expectations of these stakeholders should be addressed. The **reputation of the faculty**, a result of their research performance and their

effort in disseminating their expertise to the industry and society, as well as the **quality of the study programs**, are the most important success factors of the University. The concept and vision as a **research-oriented** university and the University's **fundamental educational goals** are the foundations of the University profile.

The University looks with determination and **optimism** towards the next six years, confident that it will succeed in fostering even closer, more effective collaboration and dialogue among its stakeholders in order to address the many challenges that lie ahead.

Strategic Orientation and Profile Development

Mission Statement and Vision

Modul University Vienna is an international university for business and economics, with a strong research focus on international management, service-related industries, tourism, sustainability, data science, and the design of information systems. The University combines a strong academic foundation with steadfast commitment to sustainability, entrepreneurship, and innovation as the key drivers of long-term success. It aims to foster independent and original research and in turn, bring the benefits of innovation to the research community and the public.

In pursuit of its mission, the University responds creatively to local, national, and global changes. It initiates and supports internationalization, lifelong learning, equality, and social justice. **The University applies rigorous standards of scholarship and promotes the principles of freedom of scientific thought and teaching, as well as equal opportunity.** The University commits itself to continuous quality improvement and extension of its educational programs.

Environmental protection, social responsibility, and economic viability are key principles of the University. The University's overarching commitment for the present development period is to contribute to meeting the **United Nation's Sustainable Development Goals**. The University acknowledges and embraces the need for development strategies that meet the needs of the present without compromising the welfare of future generations. Sustainability represents an integral part of the curriculum and research agenda and is reflected in the daily workflow of faculty and students. In looking to the future, the University must increasingly operate in a manner that minimizes environmental risks and adverse effects on the environment.

The profiling of the University is carried out through comprehensive research and education in various scientific disciplines. In addition, the University styles itself as an institution for an **integrated academic education** that is seldom encountered at the university level in Austria and Europe. This integrated education is understood as an intertwining of **decision-making competence on a professional level** and **personal development**, and represents a combination of methodical problem solving, social learning.

The University must continue its growth as a place of quality higher education, democracy, and societal advancement based on **shared fundamental values**. The University reaffirms its

commitment to promoting and protecting academic freedom and scientific integrity, institutional autonomy, participation of students and staff in the governance of its programs, and public responsibility for and of higher education. Defined by the University Senate and approved by the University Council in 2012, the fundamental **values of education** are as follows:

1. **Knowledge, Creativity, Innovation** - challenge what the society takes for granted and embrace change
2. **Personal Integrity** - support the principles of equality and justice
3. **Mutual Respect** - value diversity and humanity
4. **Responsibility and Stewardship** - serve as ambassadors of sustainable and responsible living

Members of the University are encouraged to adhere to these values and convey them to the students through various methods inside and outside of the classroom. The values are displayed on the facade of the University's building, written in the 12 most frequently spoken languages of the world to remind every faculty member, student, and guest about the foundation and direction of education offered by the University (see Figure 10).

Due to existing competition at the national level, the University can exist only with international and highly specialized offerings. The University offers unequalled opportunities for learning and research due to the diversity of its cultures, languages, and environments; made available to world citizens by its coordinated and connected higher education study programs and its dedication to mobility, quality, and transparency. Achieved by extending over European borders, this **international strategy** is an essential aspect of the development of quality and is continuously supported when recruiting students, hiring new faculty, fostering student mobility programs, and growing strong networks in the form of international cooperation and partnership agreements with other universities and economic partners.

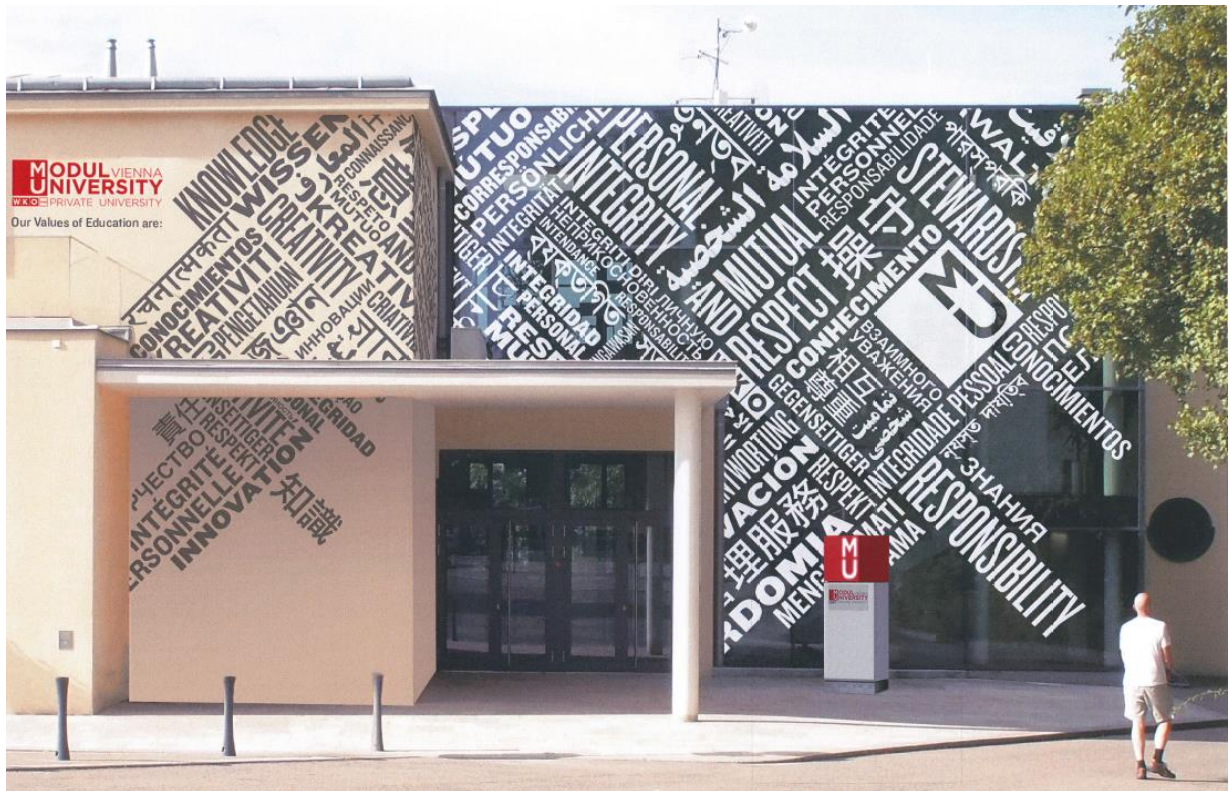


Figure 10: Main entrance of Modul University Vienna – The University’s values of education are presented in the 12 most spoken languages in the world

The internationalization strategy, which is seen as an extension to frequently found mobility strategies in higher education systems in Europe, will continue to be seen as the most powerful tool for connecting and positioning the University, fostering the development of intercultural competences, and gaining broader knowledge and understanding of the world.

During the first two accreditation periods 2007-2019, Modul University Vienna set the goal to be acknowledged in Europe as Austria’s leading private university with internationally recognized research and innovative study programs in its fields of specialization⁵. The University further planned to be nationally and internationally renowned for the high level of student satisfaction, methodological competences of its faculty, and rigorous commitment to innovation and sustainability as key drivers of success in a dynamic and knowledge-based society.⁶

Now, 16 years later, these goals can be understood as more than just achieved. Today, the University is recognized worldwide as an international *Business School* with a strong research and teaching profile in international business and economics, new media technology, sustainability, as well as tourism and hospitality management. During this first period of development, the University successfully accredited 12 study programs and celebrated 1,000 graduates in Vienna.

⁵ Development Plan 2014/15-2019/20; p. 7, line 147

⁶ Ibid., p. 7, line 149

However, to attain its strategic goals, the University had to invest substantial financial, marketing and management, and human resources. In terms of internationalization, it was following the strategy to establish close ties not only within Vienna or Austria, but also to cultivate relationships with other renowned universities abroad. This led to a remarkable number of exchange agreements. The management of the University built relationships with governments and higher education representatives around the world. As a result, in 2009, the University was one of the first private universities in Austria to make it on the list of recognized higher education institutions in China. Governments in Taiwan, Turkey, Saudi Arabia, and Oman recognized it later. In 2016, it was the first Austrian private university opening a campus outside Europe, and in 2017, it launched a double degree program in collaboration with a leading university in China. Following the strategy to spread Austrian know-how and culture in other parts of the world and to take the University's slogan 'Expanding horizons' one step further, the University met its vision to position itself as a small, highly respected and academically well-known private university in almost all parts of the world.

Diversity at Modul University Vienna is expressed in various ways and is formed by characteristics such as gender, age, level of education, cultural, ethnic and religious affiliation, sexual orientation, family status, and disability. The students and employees are encouraged to engage in activities that foster and reinforce diversity. The great amount of cultural diversity among members of the University is an essential feature of the University, and it requires the development of a broad international network. In 2015, the University's Inclusion and Diversity Committee (IDC) (at the time, Gender and Diversity Party) was established to deepen the on-campus commitment to diversity management, which includes all issues related to gender equality, special needs, religious freedom, etc. The group of faculty and students aims to put the core university values into practice by fostering a working culture that is characterized by mutual respect and an appreciation for diversity.

Ideas and concepts of sustainability were not only integrated into the study programs and on the research agenda but were also put into practice in daily operations of the University. Since the beginning, the University included solar panels and a pellet heating system. Through internal funds and the 'The Scholarship of Hope' program, students are encouraged to develop innovative ideas in the area of sustainable development. Consisting of students, faculty, and staff, the Sustainability Committee was created and permanently functions to make suggestions on how to further develop the University's sustainability strategy. Further, a Sustainability Week was created to focus student attention on many different sustainability-related themes. Finally, graduating students are invited to sign the Modul University academic oath, which essentially commits them to follow sustainability principles throughout their life.

The University's commitment to sustainability has been acknowledged nationally. In 2012, the University received the Austrian Higher Education Sustainability Award⁷ in the category 'Structural Foundations' (see Figure 11) and the third place in the category 'Teaching and Curriculum,

⁷ Staatspreis der Bundesministerien für Bildung, Wissenschaft und Forschung (BMBWF) und Nachhaltigkeit und Tourismus (BMNT) für besonders innovative und nachhaltige Hochschulprojekte [\[link\]](#).

International Co-operations' awarded by the Austrian Federal Ministry of Agriculture, Forestry, Environment, and Water Management. In 2016, the University again received two Austrian Sustainability Awards: Second place in the category 'Student Initiatives' and second place in the category 'Communication and Decision Making.'



Figure 11: Sustainability Award 2012



Figure 12: U-Multirank 2018

Modul University Vienna faculty has published more than 600 publications and received 32 awards and prizes in only 10 years. Approximately 10% of all faculty members are third-party funded by research projects. In 2015, a team of Modul University Vienna's Professors received the first **European Research Council Grant** of all private universities in Austria. In 2018, the University appeared next to Harvard, Stanford, Princeton, Oxford, and Yale in **U-Multirank's** listing of top 25 performing universities in terms of international research excellence, showing universities with well over 10 percent of their publications in the top decile of frequently cited articles worldwide (see Figure 12). Frequent citations indicate that publications of Modul University Vienna's faculty play an important and influential role in academic discourse. This recognition highlights the remarkable achievements of the University's faculty and the outstanding quality of their research.

This level of productivity clearly demonstrates the University's strong commitment to research

and enabled the University's PhD program in Business and Socioeconomic Sciences to become accredited after only six years of operation.

During the first 13 years of operation, the University went through seven accreditation processes, revised three development plans, opened two locations abroad, and improved and extended its statutes two times. The University has not failed a single accreditation venture, and all accreditations it submitted for the home campus in Vienna were accomplished without flags.

During the same period, the University was able to improve its self-financing power from 30% to 70%. Nevertheless, it did not completely meet its third goal defined in the previous development plan, aspiring to become a financially independent organization⁸. Without the dedication and support of the main shareholder until July 2020, the Vienna Chamber of Commerce and Industries, the foundation and rapid development as a national and internationally renowned university would not have been possible. During the last three years of operation (2020-2023) and after a change in ownership (90% Talents Squared Limited, 10% Chamber of Commerce and Industries), the University was finally able to achieve break-even. In May 2023, another change in ownership took place. The previous majority owner sold his entire shares to the Mathias Corvinus Collegium

⁸ Ibid., p. 8, line 198

(MCC) who affirms the present development and business plan.⁹ There are four main goals of Modul University Vienna:

Main Goal 1:

Modul University Vienna will increase its student number by further developing the depth and breadth of its programmatic offerings. It plans to introduce new specializations for undergraduate study programs, one new graduate study program and to establish an organizational unit for continuing education and professional development following a strict quality management approach.

The University believes that study programs, through effective lifelong learning activities, should enable students to develop the competences that can best satisfy personal aspirations and societal needs. These should be supported by transparent descriptions of learning outcomes and workload, flexible learning paths, and appropriate teaching and assessment methods. It is essential to recognize and support quality teaching and provide opportunities for enhancing academics' teaching competencies.

Recognizing that flexibility of learning paths will become more crucial, the University plans to test intelligent tools to incorporate quality assured forms of blended learning environments in various parts of their study programs. This will require and foster swift updating of knowledge, skills, and competences, including transversal competences to respond to the changes and challenges the new decade will bring. The priorities identified are: innovative, flexible and relevant learning and teaching; lifelong learning; digitalization; internationalization and mobility.

The University will promote a stronger link between teaching, learning, and research at all study levels and provide incentives for faculty, external lecturers and students to intensify activities that develop creativity, innovation, and entrepreneurship. In accordance with the anticipated future requirements for private universities in Austria, an expansion of the study programs focusing on areas known to be weaknesses within management education in Austria are planned. The priorities identified are: data science; artificial intelligence; design of recommender systems; entrepreneurship.

In addition, the University will be called upon to shift from its current, nearly exclusive emphasis on comprehensive degree programs to provide more numerous options for the smaller units of learning ('micro-credentials'), which people will want and need in order to update their professional, cultural, and transversal competencies at various stages in their lives.

⁹ The newly assembled University Council approved the present Development and Business Plan on August 21, 2023.

Main Goal 2:

Modul University Vienna will test various forms of blended learning for enhancing the quality and relevance of learning and teaching. It will also test AI based tools and invest in technology and training to participate in the reformation and modernization of the global education environment.

The commitment to support and actively initiate internationalization is at the core of the University's values. Having pursued this goal actively in its first decade of operation, today the University is among the most experienced universities in know-how transfer and development, rollout and quality management of international branch campuses, and further education offers for international partners in Austria. During this period, the University has significantly learned from the difficulties of enforcing its standards and quality management processes in collaboration with international investors. The outcome of these experiences is the plan to entirely revise its international education strategy wherein the University will develop the structural framework for consultancy and advisory for program design and auditing, joint certificate programs, and developing non-standard mobility programs for students.

Main Goal 3:

Modul University Vienna will continue to revise its international education strategy.

During the next development period, the University will target to be a self-sustaining institution and to cover its operational costs. The management of the University will consider changing the University from a profit to a non-profit organization. The scholarship strategy, as well as the fundraising strategy, will be further developed to provide more equal opportunities for students. The previous period's goal of becoming financially independent receives priority from the beginning of the next development phase.

Main Goal 4:

Modul University Vienna strives to remain a financially independent organization.

The goals of the University are thought to be achieved through the development of its profile, by defining and communicating its standards of quality of research, teaching and services, and by creating a **Modul identity** among faculty, staff, students, and graduates. There should be co-creation, co-determination, and interdependence between the University members and their communities in developing learning and teaching through open dialogue between teachers, staff, students, and community stakeholders. All members of the University must deal efficiently and responsibly with the available resources. To what extent the University will reach its goals will heavily depend on the engagement of its employees.

Areas of Activity

Modul University Vienna is active in four central areas:

1. **Research:** The autonomous generation of knowledge and the active participation in each particular scientific community is an essential component of the core identity and indispensable requirement for research supported teaching.
2. **Teaching/Education:** All activities of the University related to stimulating and expanding students' knowledge (e.g., supporting life-long learning) are the most important of all the expectations held by the University's stakeholders.
3. **Transfer services:** All activities that aim to solve the problems facing society, in particular those, which are economic in nature, but result from areas not attributed to research and education, will be designated as transfer achievements.
4. **Sustainable development goals:** Activities undertaken by members of the University should also help to achieve the University's sustainability goals.

Research

Introduction

Modul University Vienna is a genuine international university. Therefore, it is vital to further develop the quality of research and teaching at a parallel pace. Research is determined to be the prerequisite of high-quality teaching and the University pursues a research-led teaching approach. As a result, researchers at Modul University Vienna are committed to conducting contemporary, as well as future-oriented basic and applied research. The University's research profile is characterized by a dynamic development of research activities, where researchers of various disciplines are highly innovative and meet the criteria for cutting-edge research. Interdisciplinary research activities shape the research profile of the institution. For example, the areas of information systems, management, tourism, and sustainable development clearly focus on entrepreneurial and societal challenges that are faced in current fast-changing environments. Modul University Vienna is organized into four schools (International Management; Applied Data Science; Tourism and Service Management; Sustainability, Governance, and Methods) and one research center (New Media Technology). Through these bodies, researchers of several disciplines are actively contributing to the institution's research output.

As any other research university, Modul University must cope with an increasingly competitive environment. Accordingly, it is crucial to identify and design research foci and to assemble a supportive research environment that procures these focus areas. In order to provide such an environment, professional research management and support needs to be developed in conjunction with internal advancement programs and career path models – in line with the mission of freedom of teaching and research.

As research is one of the main pillars at Modul University Vienna, the University takes care that its academic personnel are dedicated to conducting cutting-edge research. While initially the

University faculty focused primarily on tourism, new media technology, sustainable development and governance related research, new research areas of a more diverse faculty are presently pursued. For example, in the areas of entrepreneurship, tourism, and sustainable development, Modul faculty is engaged in research focusing on entrepreneurial challenges in fast changing environments.

Researchers at Modul University also try to tackle the challenges of time-space-compression in a globalized economy by taking advantage of the knowledge in management and new media concentrated at the University. Others with backgrounds in management, governance and sustainable development are developing new management approaches, which help to estimate long-term systemic effects.

Today, the University is organized into four academic Schools, each of which contributes to teaching and research in their fields of expertise. The Schools and their faculty focus on 17 different research topics that form the basis for the research output (2007/2008-2021/2022) of about 1,450 publications, almost the half thereof in peer-reviewed journals, 98 funded research projects, 326 conference contributions, 169 presentations and invited presentations (all are listed in our research documentation and illustrated in Figure 13). Importantly, this research provides the essential foundation for new and innovative approaches that will contribute to society for decades.

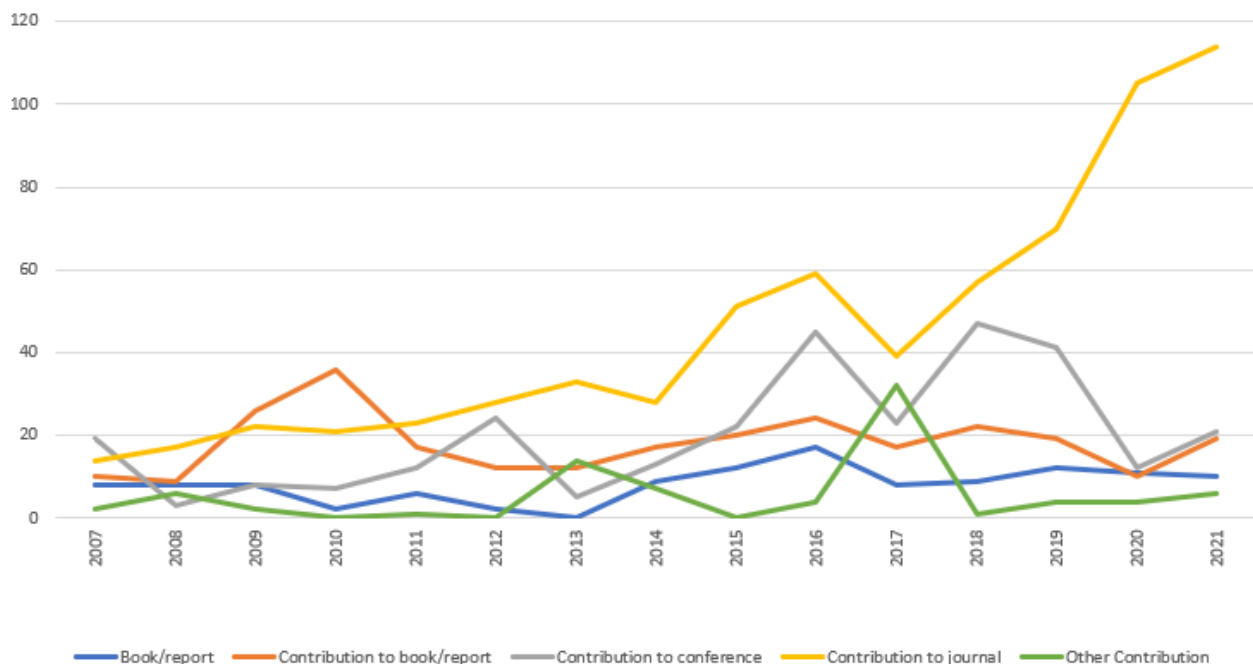


Figure 13: Publication output 2007/2008-2021/2022

The first 15 years of research at the University illustrate a dynamic development of research activities where researchers of various disciplines were (and are still) highly involved in basic and applied research that has generated an impressive output. In 2016, the University implemented

a new research documentation database, which covers a full-fledged overview of each individual researcher's output today.

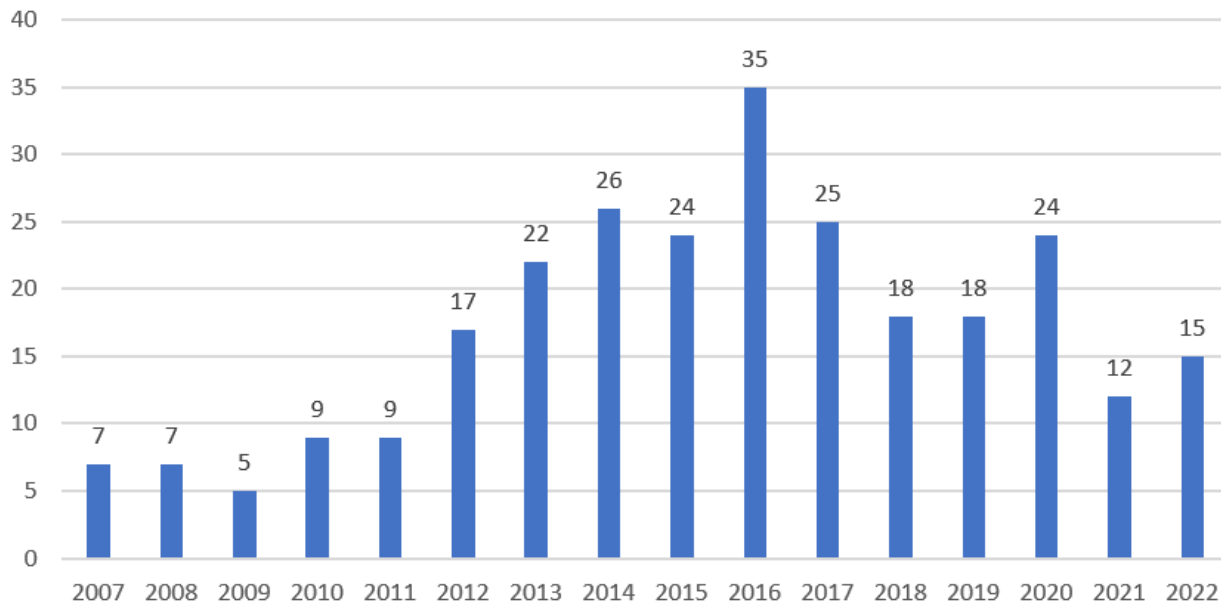


Figure 144: Ongoing research projects 2007-2022¹⁰

Research, teaching, and governance are the three main functions of any university, but research is often considered to be the most important and prominent pillar. Since the University follows a research-driven teaching approach, it is of utmost importance that its faculty is engaged in contemporary, as well as future oriented basic and applied research. This includes providing a working environment at the University that is highly conducive to research in order to allow its academic staff to dedicate enough time to these activities. The acquisition of third-party funded research projects also facilitates the integration of externally funded researchers into the research body.

Main pillars of the research strategy

- **Strengthen interdisciplinary profiles**

Since Modul University Vienna is competing, on a global scale, with many large-scale research universities, it is of utmost importance to bundle the available expertise in a relatively small faculty. For this reason, Modul University Vienna will further strengthen its interdisciplinary research focus.

- **Freedom for excellency in research**

Modul University Vienna provides a working environment that is highly conducive to research, as it allows its academic staff to dedicate sufficient time to these activities. The

¹⁰ Research projects are assigned to each year of their duration.

recurrent success pertaining to the U-Multirank 2020 Edition in the category of top-cited publications is one elementary indicator of excellency in research. However, this success is dependent on a continuous provision of freedom for excellency in research.

- **Knowledge and innovation transfer**

In addition to knowledge production, knowledge transfer forms a major pillar in a research university's profile. Knowledge and innovation transfer are becoming more and more important as an indicator for measuring universities' regional multiplier effects. Institutional knowledge transfer, in the form of collaborative interdisciplinary and transdisciplinary third-party funded projects, is one of the most important outreach components for research universities. With the goal of increasing knowledge in science and formulating theories, as well as in applied research aimed at contributing to real-world problem solving, Modul University Vienna is involved in basic and/or fundamental research. Modul University's contributions in basic research range from participation in FWF stand-alone projects, the FWF Firnberg program, ERA-Net projects, the Horizon Europe Marie Skłodowska Curie Innovative Training Network, and EU framework program projects to the first ERC Consolidator Grant at an Austrian private university. Modul University's contributions to applied research range from specific EU funded service contracts (e.g. DG Industry, DG Growth, ESPON EGTC, etc.) and ERASMUS+ projects to FFG projects in several different programs (e.g. FFG ICT of the Future, FFG Mobility of the Future, Energy Regions, ACRP, etc.). In addition, Modul University is involved in industry-funded research (e.g. ECM, Futouris e.V., WKW). All of these research activities are well-aligned with Pillar I and II of the new *Horizon Europe* framework.

- **Supporting young academics**

Modul University Vienna is dedicated to supporting young researchers. In this light, the 2012 accreditation of the PhD program in Business and Socioeconomic Sciences is seen as one of the major milestones for the University and its research activities. Faculty, while guiding PhD students, provide their experience and expertise that fosters great synergy between research activities embedded in the schools and the PhD related research. With the provision of Researcher & Lecturer positions, Modul University is dedicated to a consequent career model that allows young academics to develop on the job from pre-doc to post-doc positions. Regular PhD workshops offer PhD students the opportunity to gain feedback from Associate Professors and Full Professors. PhD supervisors guide students on the career path and discuss potential participation on conferences and workshops.

- **Assembling a research support service**

As any other research university, Modul University aims to further develop its research management, which is currently organized in a decentralized manner where each school is self-responsible for research management. A centralized research support service needs to be assembled as to allow an efficient processing to cater to the growing number of research grants at Modul University. The research support service informs faculty

members on current calls for external funding and provides guidance on the development of a research proposal. Assistance for project calculation is provided as well.

Core Research Areas

Modul University Vienna identified 17 core research areas (listed below) that are summarized in five research focal areas:

1. Digitalization and business transformation
2. Big Data analysis, artificial intelligence, and blockchain
3. Governance for innovation and sustainable development
4. Socioeconomic aspects of climate change
5. Travel behavior, trend, and competition analysis

Modul University plans to develop a limited number of research centers that are the expression of the institutional research foci and will support the aim of building interdisciplinary research collaborations.

The 17 core research areas are the following:

1. Big Data Analysis – Knowledge Extraction and Information Diffusion

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 customers as producers and consumers of digital 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 degrees of interactivity and their impact on the process of public opinion emergence. The University faculty members have conducted a series of successful projects to build knowledge graphs and develop annotation services that use these graphs to enrich documents with geospatial, semantic, and temporal metadata. A semantic search and visual content exploration system helps investigate the extracted metadata, for example to identify opinion leaders and analyze the public debate by topic and geographic location. The custom-built dashboard synchronizes multiple views in real time and uses real-time aggregations to convey context information through a portfolio of visual tools. These tools help users to understand the context of 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 or comparing the online coverage about an organization by different stakeholders' groups. The technologies developed within these projects can be used to analyze the diffusion of product-related opinions across electronic channels, and how managers and policy makers can use the results of this analysis for improving their decision-making.

The current roadmap of the Research Center of New Media Technology and of the School of Applied Data Science focuses on hybrid approaches that combine lexical methods with deep learning and other Artificial Intelligence-based methods. Recent years have highlighted major advances in the extraction of factual, affective, and contextual knowledge from digital content, including significant contributions from the University's researchers. Tomorrow's models need to be able to seamlessly merge information about a publication's structure, content, and context. Using multi-task learning approaches, the goal is to boost the context processing capabilities of NLP frameworks, reduce the high cost of developing training data, and support the development of intelligent semantic systems.

2. Environmental Communication with a Focus on Climate Change

Given the intense attention that environmental topics, such as climate change, attract in news and social media coverage, key questions for government agencies and other large organizations are how other stakeholders perceive the observable threats and policy options, how public media react to new scientific insights, and how journalists present climate science knowledge to the public. The University will continue to advance the state-of-the-art semantic technologies to address these questions, showcasing its achievements through UNEP Live Web Intelligence (unep.ecoresearch.net), a publicly available online platform developed for the United Nations Environment Program (UNEP). The platform allows analyzing and visualizing the public debate about Sustainable Development Goals (SDGs) across news and social media channels. Advanced metrics and visual analytics components measure the impact of scientific communication and public outreach campaigns through a combination of quantitative and visual methods that go beyond sentiment analysis and related opinion mining approaches. Recent progress in two ongoing research projects, "ReTV" funded by the EU Horizon 2020 program and "EPOCH" funded by the Austrian Research Promotion Agency, will yield predictive analytics capabilities to extend the platform and context-aware recommendation services to optimize the wording of press releases and other types of textual dissemination material. This will support professional stakeholders in the sustainability domain to increase the impact of their campaigns and public outreach activities.

3. Energy Finance and Asset Pricing

In recent years, the interest in commodity markets and commodity pricing has increased. Driven by the increase of speculation in this area, market regulators, policy makers, and producers of commodities (agriculture, energy, natural gas) ask for assistance to assure fair prices that can only be reached if the trading market operates in an efficient way. This research addresses the classical intersection between finance and economics and thus, combines the different methods and theories applied in the given area.

4. Digitalization in Marketing

In marketing, the digitalization challenges retailers, service providers, and advertisers. Research at the University explores how consumers react to and perceive innovations at the point-of-sale and during the customer journey. For instance, research projects investigate how shoppers perceive and react to electronic shelf labels or how consumers respond to digital signage content. Additionally, questions relating to the use of ubiquitous computing to display personalized promotional messages at the point-of-sale are addressed. Blockchain technology represents another

very interesting research area in this field. Research projects at the University address questions such as how the Blockchain can increase trust in the retailer and if a Blockchain-based traceability system increases visit intention.

Not only retailers have to react to emergent technologies. The whole marketing communication mix needs to be adapted to the changing marketing environment. The rapid evolution of innovative information and mobile technologies has resulted in increased simultaneous use of two or more media. These concurrent media exposures compete for the cognitive resources required to encode, store, and retrieve information. Research from the University's faculty addresses the questions: how this new form of audience behavior influences advertising effectiveness and how potential detrimental effects of media multitasking can be diminished.

5. Sustainable Finance, Fund Management and Asset Pricing

In the last decade, socially responsible investing and impact investing have become popular subjects with both private and institutional investors who started assigning more responsibility to firms with regards to environmental, social, and governance matters. At the same time, companies have begun to understand the potential value generating effects of corporate social responsibility and the increasing importance of these features for financing decisions. More recently, this trend has gained even more pace with the adoption of the 2030 Agenda for Sustainable Development and the formation of the Sustainable Development Goals (SDGs). This research addresses all questions related to the incorporation of SDG/sustainability-related features into market price formation, thereby affecting financing, investment, and asset management decisions from the perspective of firms and investors alike.

6. The Implications of Blockchain/Distributed Ledger Technology

Blockchain and distributed ledger technologies have gained substantial attention in academia and industry, starting with the widespread adoption of cryptocurrencies like Bitcoin. However, the expected impact of blockchain goes far beyond electronic payment. Research conducted at the University investigates the implications of blockchain technology on various fields, including supply chain management, finance, marketing, and tourism. We also investigate antecedents and drivers of ongoing changes and use economic and managerial theory to explain, explore, and predict current and future developments. This research not only targets academics, but we also reach out to the industry to ensure the widespread dissemination of our findings.

We specifically address questions such as: How does blockchain change organizational structures? What kind of impact will the token economy have on a macroeconomic level? How can smart cities capitalize on the use of blockchain? What kind of organizational characteristics foster or impede the adoption and use of blockchain?

7. Sustainable Tourism and Regional Development Policy

For many cities and regions, tourism is a propulsive source of economic vitality, and its economic health can profoundly influence the course of regional development and sustainability. In the last few decades, there has been a paradigm shift in how society views the relationships among tourism, development, and sustainability. There is now greater emphasis on reducing social

disparities, maintaining acceptable levels of quality of life for citizens, maintaining environmental quality, biodiversity, and the conservation of non-renewable resources. Levels of tourism that negatively impact the environment, the host community, and the quality of public services and infrastructure will, over time, erode the appeal of the city or region as a tourist destination, as well as the quality of life for its residents and can lead to losses of economic vitality. We address questions such as: How can tourism and regional development strategies be applied and coordinated to achieve sustainable development and to avoid over-tourism? What instruments could be used to monitor and forecast development trends leading to over-tourism? What role do social entrepreneurship and social business have in fostering sustainable tourism development? What are the drivers for companies to adopt corporate socially responsible strategies and what affects the adoption? What are the consequences of adopting Corporate Social Responsibility (CSR) for a company and how can they be monitored and evaluated? How are new technology-enabled tourism experiences (such as peer-to-peer accommodation) impacting the quality of life and overall well-being of the host community residents? Which external and internal factors challenge, impede, encourage, and influence the implementation of sustainability by enterprises? How can consumers be actively involved in the process of adopting sustainability practices? How can we make tourism accessible for all ('tourism for all')? How can tourism be used as a tool for poverty reduction? Is indigenous and community-based ecotourism able to foster the conservation of tropical rainforests? How can economic policy improve the productivity of the core tourism industries? What are the challenges and methods for improving the situation of the tourism labor market? How can stakeholder participation help to foster a sustainable level of tourism? Which key performance indicators should be used for measuring sustainability of destinations at various scales? What are the best ways to monitor and benchmark progress of sustainability? How can destinations know if they are exceeding their carrying capacity and falling into a trap of over-tourism? What are the implications of exogenous factors, such as climate change, on regions whose economies depend upon tourism, and what types of regional policies are needed to manage such uncertainty and instability?

8. 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. Making progress in both sustainable development and technological innovation requires steering individual behavioral and societal change at the intersections of the social, economic, and ecological realms and often involves managing and solving conflicts at multiple levels of government. Hence, the central challenge of governance is developing the institutional capacity to design, promote, gain agreement for, implement, and monitor effective strategies.

We address such questions as: How can good governance practices contribute to sustainable development? What kinds of governance structures are most effective? Are new forms of cooperation and coordination needed? What are the benefits of the formation of networks and partnerships? What challenges and bottlenecks arise from these new organizational forms of governance?

Research on how mechanisms of one governance regime influence and/or overwhelm the impacts of other communities is another important research initiative. One strand of our work concentrates on the question of co-existence, interaction, and co-evolution of different governance regimes. Our empirical investigations detected different types of interactions between the regimes and provide a good basis for future research, which should put more emphasis on the mechanisms through which one regime might influence another and how emerging governance regimes initiate and shape transition processes. It would help to evaluate how certain governance arrangements operate, which impacts they have, and whose interests they serve.

9. 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 the University's faculty examines the effectiveness of universities in the stimulation of regional economic development and the emergence of academic entrepreneurship. It also addresses 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. Research on how institutions of higher education have provided leadership is conducted. Technical expertise in sustainable development practices will be continuously developed.

10. The Measurement of Living Conditions and Quality of Life

In close connection to the international developments regarding social structural indicators, the University 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, the OECD and EU are working on amendments to the system of social indicators that are 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.

Well-being does not only depend on so-called objective conditions, but on subjective ones as well. Therefore, subjective indicators are involved in official statistics in the meantime (subjective well-being, life satisfaction), e.g. in the Eurobarometer where a quite simple question must be responded to. Current knowledge states that the validity of those indicators is sufficient to apply those indicators, but still full of problems. The planned research activities shall improve the quality of satisfaction or well-being indicators and help to establish them in societal monitoring.

11. Degrowth

Since its first public appearance in 2008, degrowth has become a buzzword in sustainability research. The respective burgeoning literature already includes many hundreds of scientific journal articles and books. This is not surprising given that empirical and theoretical evidence is mounting

against the idea that economic growth is compatible with sustainability challenges, such as climate change. Degrowth research focuses on how to create a just, equal, convivial, joyful, and sustainable society that has liberated itself from the need to perpetually grow. It is trying to identify social and political pathways of transition that reduces the societal use of materials and energy, while improving quality of life.

We are specifically looking firstly at biophysical aspects of this transition, where we use Input-Output modelling and network analysis in order to identify pathways and vulnerabilities on our way towards a zero-carbon economy. In our new project i-conn, we are looking at global critical energy flows considering energy quality. Secondly, we are examining historical links with similar concepts, such as the Steady State Economy, in order to clarify such controversial issues as population and migration. For instance, how to deal with problematic concepts as “lifeboat” ethics and carrying capacity in this context? Thirdly, we focus on the role of technology and innovation in a future degrowth society and on the pathway towards such a goal: Which technologies are appropriate and how can they be evaluated from a degrowth perspective? Which areas do degrowth and technology research needs to focus on?

12. Statistical Methods

The University has a strong focus on statistical methods and is interested in contributing to the most recent debate in statistics. Several examples are listed here to underline the expertise of the School’s faculty, as well as their current research focus. For example, when it comes to network analysis or the probabilistic test theory next to the more commonly used, strong knowledge and new methods have been developed by the School’s faculty; but also highly criticized classical test theory, the latter one being preferred by psychologists, especially when it comes to measurement construct developments. It is of course a highly important topic for the socio-empirical sciences. Another focus lies on the tailored development of data mining techniques for text processing tasks that are being used to answer scientometric research questions or to automatically detect emotions by means of verbal emotion recognition, so called sentiment detection. Also higher dimensional data that allow one to answer sophisticated questions by adding e.g. a geographical component to discuss spatial questions like the carrying capacity of regions when it comes to overtourism, or the inclusion of an additional time component to observe respondents’ satisfaction and emotions in the research field of quality of life (QOL) and subjective wellbeing (SWB) are used. This first snapshot of statistical methods should present a first insight into the broadness of data mining techniques used.

13. Program and Public Policy Evaluation

The expansion and deepening of new forms of governance, particularly for economic development and environmental sustainability, comes with increased demands for accountability regarding the use of public resources. How effective are public and public-private initiatives in achieving their intended outcomes? What types of organizational structures are most suitable under contingent conditions? How effective is the implementation process and how responsive are organizations to diverse needs?

One specific area where the University researchers are active in is evaluating urban/regional climate governance. Environmental problems and issues, such as climate change, are inherently political in nature, which increases the need for legitimate and transparent democratic processes that allow societies and local communities to choose policies that they see as both equitable and effective. Around the world, cities are experimenting with new forms of governance that include collaboration and partnerships with civil society and business actors, but what are the lessons learned and how can cities and regions learn from each other?

14. Travel Flow, Trend and Competitiveness Analyses

The prevailing research initiatives in the field of regional tourism development on a national and regional level appears very promising and should be carried forward. 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 the competitiveness of Central and Eastern European destinations remain predominantly unanswered. The latter is also true for the future competitive position of these destinations, as well as their potential strategies to cope with the challenges of climate change, changing consumer behavior, and necessary quality improvements. The University faculty has contributed more than 10 years in this field and offers – in cooperation with the largest national and European tourism organizations (Austrian National Tourism Organization, European Travel Commission, European Cities Marketing) – the most comprehensive database in European tourism statistics. In May 2009, this project received the “Ulysses Special Jury Prize” by the UN-WTO 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. 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, social, and environmental problems. In addition, these types of analyses are at the core of benchmarking, which remains a continued interest of national, regional, and local tourism destination managers and as such, a topic area for further development. Internet search query data and data from social media, have recently proven to be important leading indicators for actual tourist arrivals. Their inclusion in tourism forecasting models has successfully increased the forecasting accuracy of these models.

15. 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, Modul University faculty gained national

and international expertise during the past two decades since its inception. Examples are the domain-specific search engine contracted by the Austrian National Tourism Organization and the tourism portal, developed on behalf of the European Cities Marketing that employs web usage mining and web content mining technologies. 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, in addition to the application of shared-experience models in collaborative working environments.

16. Persuasive innovation, customer experience management and design thinking

The rapid development of new technologies, including Artificial Intelligence, Machine Learning, and digitalization pushes companies to reinvent and adjust the current business models. Subsequently, these persuasive innovations lead industries to revolutionize and synergize at the same time. Implications on an operational level are implied; being able to train employees' mindsets based on the principles of experience and design thinking, while developing and adjusting services that fit customers' needs. Therefore, research on how visionary mapping techniques such as customer journey mapping, design thinking workshops, and agile business model development can provide a better understanding of how companies can embrace persuasive innovations in the near and long-term future.

Given the crucial role of the customers in defining value of tourism products, understanding the behavioral patterns, and latent needs of tourists is essential to innovation and new product development. Abundance of choice and increased expectations of experience quality require companies to reinvent their business models, moving from service provision to co-creation. In this regard, the faculty is engaging with service design and design thinking as an approach to capture knowledge about customer needs and to ensure their integration in the service innovation process. Further integration of existing service design practices (e.g., customer journey mapping, service blueprinting), with the novel data science-based methodologies (e.g., machine learning), is aimed at supporting systematization and automation of the knowledge extraction process and experience research.

17. Customer behavior and preference elicitation

Daily, individuals make several choices on several activities, including consumption. The demand for goods/products or services, including public infrastructure, has a strong relationship with the choices of individuals. Providing appropriate supply for consumer demand is a key governmental and industry concern and provides the basis for an efficient functioning of the society. Because choices have important implications on the society (e.g., financial, environmental), understanding consumer preferences and behaviour and as a result, providing accurate demand forecasts are essential. On a large scale, individual behaviour of consumers has been a focal interest of the University's faculty. More specifically, research focusing on a combination of revealed and stated preference methods is conducted for eliciting decision-makers' preferences, while choices of individuals are analysed with state-of-the-art choice modelling methods.

Research Funding

Modul University Vienna's research activities are primarily carried out by its faculty and by third-party funded researchers. The University distinguishes between basic and applied research. Basic research comprises all research funded by international, national, or regional research funds¹¹ usually generated through competitive calls. In addition to that, it also includes all non-funded research carried out by faculty members, as stipulated in their work contracts. For each individual faculty member, the University's research expectation varies depending on the role and on the amount of employment. Full Professors and Associate Professors, due to their other administrative responsibilities, have a research expectation of 40%, Assistant Professors and Researcher and Lecturers of 50%, and Assistant Professor/Senior Lecturer up to 20% of their working time (see p. 47). All faculty members are expected to contribute to applied research, either by conducting externally funded research projects at its affiliated organizations¹² or by providing other forms of transfer services (providing speeches, participations in advisory boards, etc.).

The expected development of research funding at the University is outlined in the table "Development of Research Funding" (see Annex, p. 93).

Development Steps

The University aims at further strengthening its interdisciplinary research activities and balancing basic and applied research. Many of the 17 presented research areas are joint interests and activities of researchers from different disciplines. In order to provide a conducive environment for cutting-edge research, the following development steps are foreseen:

- Further support, especially to young researchers in developing their own research areas and provide guidance to them. This particularly includes PhD candidates, as well as young Post-Doc researchers, especially female faculty members.
- In cooperation with the library, systematically add to the existing subscriptions.
- Develop an Open Access Strategy in cooperation with the library.
- Continue building-up a research support infrastructure at the University in order to support researchers in submitting high quality project proposals. This includes funding support in the form of personal consultation and project controlling support.
- Improve the research communication and promotion strategy in order to make the University's research more visible. This goes together with the Open Access Strategy.
- Achieve a balance between basic and applied research and to achieve the goal of participating in major national and international funding schemes.
- As Modul University Vienna is competing with many large-scale research universities on a global scale, it is of utmost importance to bundle the available expertise into a relatively small faculty. To achieve this, Modul University Vienna is further strengthening its interdisciplinary

¹¹ Mainly EU, FWF and FFG

¹² i.e. Modul Technology GesmbH, Modul Research GesmbH

research focus (foci) to a point where the researchers are more competitive than with a disciplinary focus.

- The interconnectedness between schools and research centers will be expanded and the future foundation of a second research center will be targeted, so that the organizational anchoring of research is further developed.
- Collaborations with other universities in Vienna to leverage PhD training opportunities
- Enhancement of scientific communication to the public by fostering social media marketing strategies and active participation in “science-to-public” events such as the children’s university of the long night of research.
- Further communicate the Research Seminar series to the public

Teaching

Modul University Vienna offers study programs in subject areas with outstanding job opportunities, both nationally and internationally. The integrated educational concept prepares its graduates for leadership positions.

The strong link between research and teaching is one of the strongest assets of the University, which differentiates it from other tertiary educational institutions (applied universities in particular). The content of what is taught reflects the current conditions and themes of the respective international scientific communities. The teaching processes emphasize the acquisition of reflection and learning capabilities, the transfer of knowledge, and the mediation of fact-based knowledge. The appropriate balance for the integration of the clearly research-oriented fundamental educational goals of the University is determined in each study program and depends on the course of studies and level of education. Therefore, all instructors at the University deal with research at least passively, in the sense of tracking the relevant scientific discourse, and preferably actively through different research contributions.

The development of AI raises serious questions for teaching and assessment and will be a major point of attention in the years to come.

In the field of education, the University is active in teaching on various levels, offering undergraduate, graduate, and post-graduate degree programs. In 2022, the University offered eleven study programs on four different levels on its home campus in **Vienna, Austria**:

Undergraduate Study Programs

1. Bachelor of Business Administration (BBA) in Tourism and Hospitality Management (6 Semesters) – Maximum intake per year: 90
2. Bachelor of Business Administration (BBA) in Tourism, Hotel Management, and Operations (8 Semesters) – Maximum intake per year: 40
3. Bachelor of Science (BSc) in International Management (6 Semesters) – Maximum intake per year: 120
4. Bachelor of Science (BSc) in International Management with Professional Experience (7 Semesters) – Maximum intake per year: 30
5. Bachelor of Science (BSc) in Applied Data Science (6 Semesters) – Maximum intake per year: 60

Graduate Study Programs

6. Master of Science (MSc) in International Tourism Management (4 Semesters) – Maximum intake per year: 30
7. Master of Science (MSc) in Sustainable Development, Management, and Policy (4 Semesters) – Maximum intake per year: 30
8. Master of Science (MSc) in Management (4 Semesters) – Maximum intake per year: 30

Professional Study Programs

9. Bachelor Professional (BPr, 6 Semesters) – Maximum intake per year: 30
10. Master of Business Administration (MBA, 3 Semesters) – Maximum intake per year: 40

Post-Graduate Study Programs

11. Doctor of Philosophy in Business and Socioeconomic Sciences (PhD, 8 Semesters) – Maximum intake per year: 10

In collaboration with **Nanjing Tech University Pujiang Institute** in **Nanjing, China**:

12. Bachelor of Business Administration (BBA) in Tourism and Hospitality Management (double degree program) – Maximum intake per year: 120

Undergraduate Programs

Modul University Vienna currently offers five study programs at the undergraduate level in two different locations. In all programs, faculty's expertise in management and tourism is successfully transferred to the course programs. All undergraduate programs do not only convey knowledge of a specific business field, but also employ various teaching approaches that help students to learn and to understand the key theories in management, data science and/or tourism and importantly, their practical applications.

These overall objectives are achieved by relying on a great variety of teaching methods, most of them employing a problem-based learning approach. For instance, several courses use case studies and business projects to promote a common understanding of the practical relevance of management problems. Additionally, by discussing major advantages and drawbacks of extant management theories, courses taught in the undergraduate study programs foster critical thinking. These methods not only prepare students for their future career, but also ensure that they have acquired a life-long learning ability.

Approximately three quarters of all students are enrolled in the undergraduate programs, thus in terms of finances, the most important business stream of the University. During the first decade of operations, the University faced a few challenges in the undergraduate programs. In 2012/13, when the 4-years BBA THO and the BSc in International Management were introduced, the University experienced a significant decline in the number of 3-years BBA THM students (Figure 15). This was caused by cannibalization effects between the different programs and by a general decline of applicants interested in studying tourism management.

In 2017, when the Austrian government introduced a stricter immigration law, it again created huge problems in recruiting students from Asia, which is one of the important international markets for the undergraduate programs (12%). Only recently, in collaboration with the local authority and with the support of the Austrian central service center for European and international mobility and cooperation programs (OeAD), it was possible to hasten the visa application process and to reduce the problems associated with international applicants from this region.

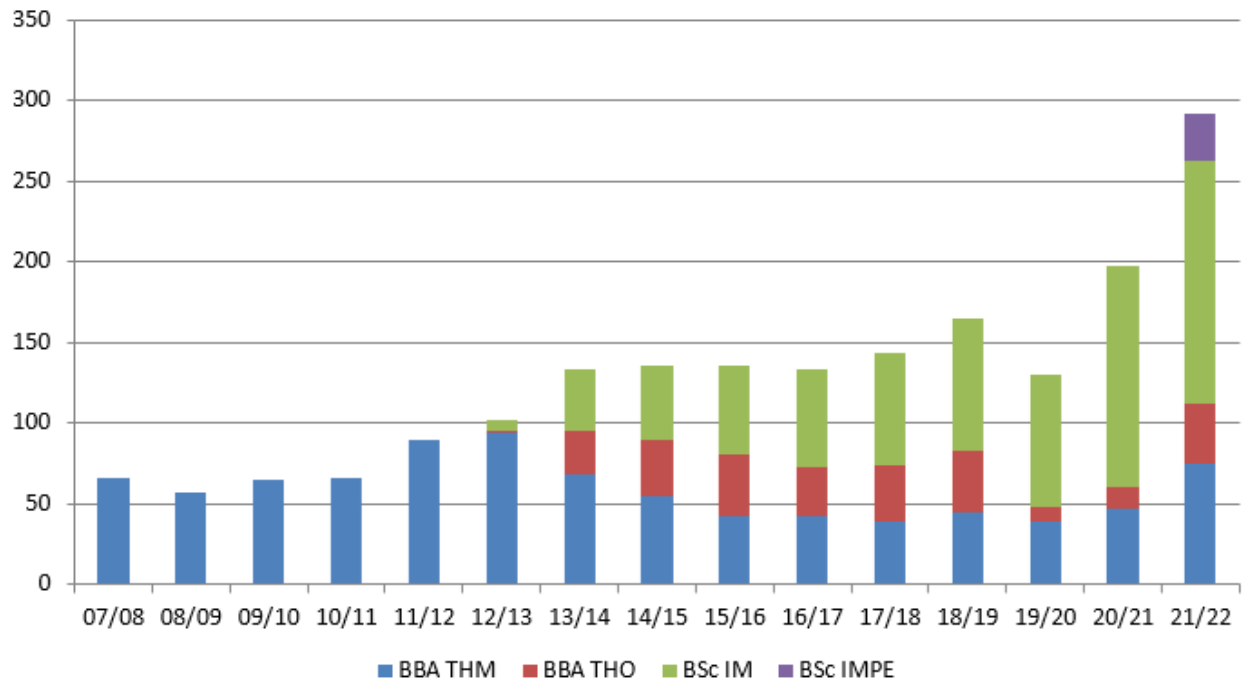
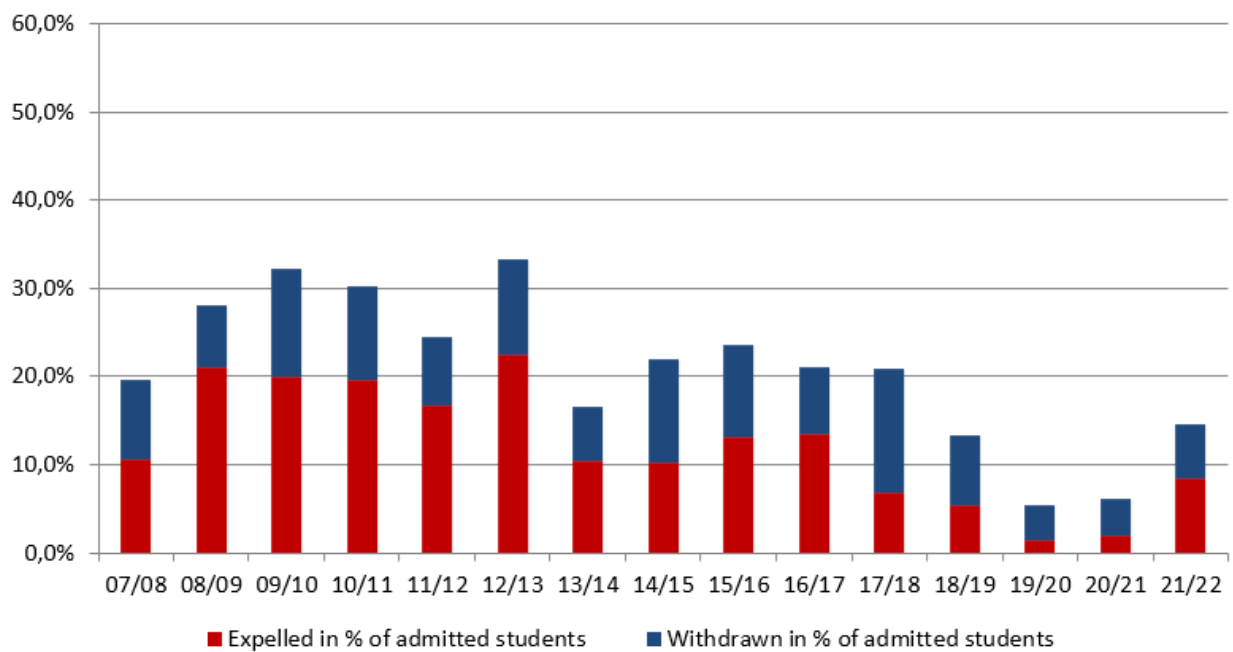


Figure 15: Undergraduate programs¹³: Intake 2007 – 2022



¹³ BBA THM = Bachelor of Business Administration in Tourism and Hospitality Management; BBA THO = Bachelor of Business Administration in Tourism, Hotel Management, and Operations; BSc IM = Bachelor of Science in International Management, BSc IMPE = Bachelor of Science in International Management with Professional Experience

Figure 16: Percentage of expulsions and withdrawals per intakes in the undergraduate programs from 2007-2022

All undergraduate programs offered by Modul University Vienna are oriented primarily toward the demands of the job market. In response to current demand and by following the general University strategy to extend its research and teaching profile in related fields and corroborating with the University's overall objective to transfer faculty's knowledge and expertise to students, a new study program in the field of Data Science has been developed and started operating in Fall 2022 Semester. In doing so, the new study program offers unique course content that combines the faculty's expertise in tourism, management, and data analytics.

Furthermore, the University is faced with a high demand from students who are interested in a very training-oriented education in the area of international management. In order to meet this demand and not jeopardize the profile and strengths of the three-year undergraduate program, a was introduced with a longer study duration caused by an internship (i.e. 3.5 years BSc in International Management including a one-semester internship which started in Fall 2021 Semester).

On its Global Campus in China, the University plans to further integrate the double degree study program into the quality management system at the home campus. Building on the framework of the *Milestone Agreement* and the *Guideline of Academic Collaboration*, which govern the collaboration between the Parties to operate the University's Bachelor of Business Administration in Tourism and Hospitality Management as a Double Degree Program offered at Nanjing Tech University Pujiang Institute's Campus in Nanjing, both parties have agreed to further strengthen the program by adhering to a number of additional conditions in line with the accreditation requirements set forth by AQ Austria.

Name/Partner	Start	Status	Type	
Universidade Europeia (Ensilis – Educação e Formação, Unipessial, Lda)	2017	Ongoing (until September 2025)	Study Abroad Incoming	Non-standard study abroad agreement for incoming students
New York City College of Technology - City University of New York	2023	Ongoing (until December 2025/2028)	Study Abroad Outgoing	Non-standard study abroad agreement for outgoing students
Hong Kong Institute of Vocational Education	2016	On-going (until November 2023)	Student Transfer Incoming	Articulation agreement for recognizing post-secondary education in the field of Tourism and Hospitality Management
Hong Kong Community College of the Hong Kong Polytechnic University	2016	On-going (renewed in 2018)	Student Transfer Incoming	Articulation agreement for recognizing post-secondary education in the field of Tourism and Hospitality Management
Hong Kong Polytechnic University	2014	Planned	Dual Degree Program	2 + 2 years collaboration agreement in the field of Tourism and Hospitality Management

Table 1: Collaborations with post-secondary education institutions and HEI

Further increasing the mobility of undergraduate students by developing partnerships with international universities, the University will continue to offer non-standard study exchange programs. Non-standard study exchange programs are unilateral agreements where the University pays for the exchange experience of their students. Currently, non-standard study abroad program collaborations on the undergraduate level are carried out with the Universidade Europeia and the New York City College of Technology, City University New York.

In addition, to provide students with transfer options on a streamlined pathway, the University continues to collaborate with selected international post-secondary education institutions and higher education institutions (HEI) (see Table 1, p. 35). Many countries in the world offer post-secondary, non-tertiary education that leads to the acquisition of nationally recognized certificates. They often operate in the non-formal education framework and are part of the private sector. They award degrees, titles, study certificates, or other certificates that can be recognized as professionally equivalent to higher education degrees awarded by formal education systems. The University's objective is to establish Articulation Agreements with renowned post-secondary schools for recognizing prior learnings of outstanding graduates.

Development Steps

- Market the programs that offer 4-year BBA students the option to complete two semesters consuming education in the field of culinary art and gaining international experiences at new MU partner universities (e.g. New York City College of Technology).
- Further develop quality standards of tourism and hospitality management programs by following the TedQual quality assurance scheme of the United Nations World Tourism Organization (UNWTO) in June 2024.
- Further develop the academic standards and the quality management system of the double-degree study program the University is offering in partnership with Nanjing Tech University Pujiang Institute, China, i.e. annual QM audit process in Nanjing.
- Renew and extend articulation agreements with post-secondary education institutions that have a high profile and similar programs.
- Develop a double-degree collaboration with Hong Kong Polytechnic University, a high-profile international partner university of MU.
- Develop a collaboration with a sport club which allows professional sportswomen to participate in a tailor-made curriculum next to their professional training.
- Develop new specializations based on current demands
- Identify opportunities of blended learning to enhance the didactics and support the achievement of the learning outcomes.

In addition to these major expansions of the undergraduate program, minor activities will guide the future development of the undergraduate study programs:

- Continuously increase the quality and the number of applicants through increased market knowledge and cooperation with institutions/persons who have access to high-potential applicants.

- Encourage students to actively participate in student competitions, student awards, and conferences in their field of studies.
- Investigate and implement blended learning opportunities to enhance the student study experience. Implement innovative tools to increase the interactivity of courses (e.g., real-time quizzes).
- Increase the flexibility of the curriculum by offering the same courses in different semesters, while offering a great variety of enrichment courses.
- Develop new specializations based on current trends and demands of the job market, if the progression of student numbers requires it (i.e., extend the offer of specializations when existing specializations are 80% full or replacing existing specializations if demand goes below 40% of available seats in courses).
- Collaborate more closely with the Industry Advisory Board of the International Management School to develop a reputation in a specific field of research and teaching and to strengthen the practical orientation of the BSc in International Management and of the BSc in International Management with Professional Experience.
- Continuously evaluate opportunities of joint- or double-degree co-operations with internationally recognized partner universities.
- Based on student demand, further develop the University exchange program (including the number of available study abroad opportunities), particularly for students of the BSc study programs.
- Continuously assess the teaching quality and student satisfaction by intensifying the collaboration with the student representatives of the Austrian student union.¹⁴
- Continuously monitor the undergraduate education market to identify new growth opportunities and new trends in teaching.
- Ensure high-quality teaching by offering more faculty training opportunities (e.g. a compulsory training program for all new faculty and regular external lecturers).

Graduate Programs (MSc)

The Dean of the graduate programs oversees the content, quality, and organization of all master programs at Modul University Vienna (both MSc and MBA programs). These graduate studies are an attractive offer for students who want to pursue further education after finishing a relevant undergraduate degree. The courses in the current MSc programs are taught in substantially smaller groups than in the undergraduate programs. The courses are offered in seminar style settings; accordingly, typically group sizes do not exceed 25 students. The selection of the applicants is based on their prior academic qualifications, motivation, and diversity. The target groups are primarily students from related programs, but the MSc programs are also open to graduates with other backgrounds, and the university offers a wide range of bridge courses for this purpose. Furthermore, a careful screening of transcripts and recommendation letters, by academic mentors and former Professors, of the students is essential.

¹⁴ Österreichische Hochschülerinnen und Hochschülerschaft (ÖH)

Currently, 125 students are enrolled in the three Master of Science programs, which share a common body of knowledge and specializations with the MBA study program. Similar to the undergraduate programs, the master programs experienced a decline of demand for the Master in International Tourism but an increase in applications for the Master in Management and only recently, for the Master in Sustainable Development, Management and Policy (Figure 17). The ratio of students who withdrew from their studies was very high in the first years of development, when the recruiting team found it difficult to communicate the positioning and the content of these programs.

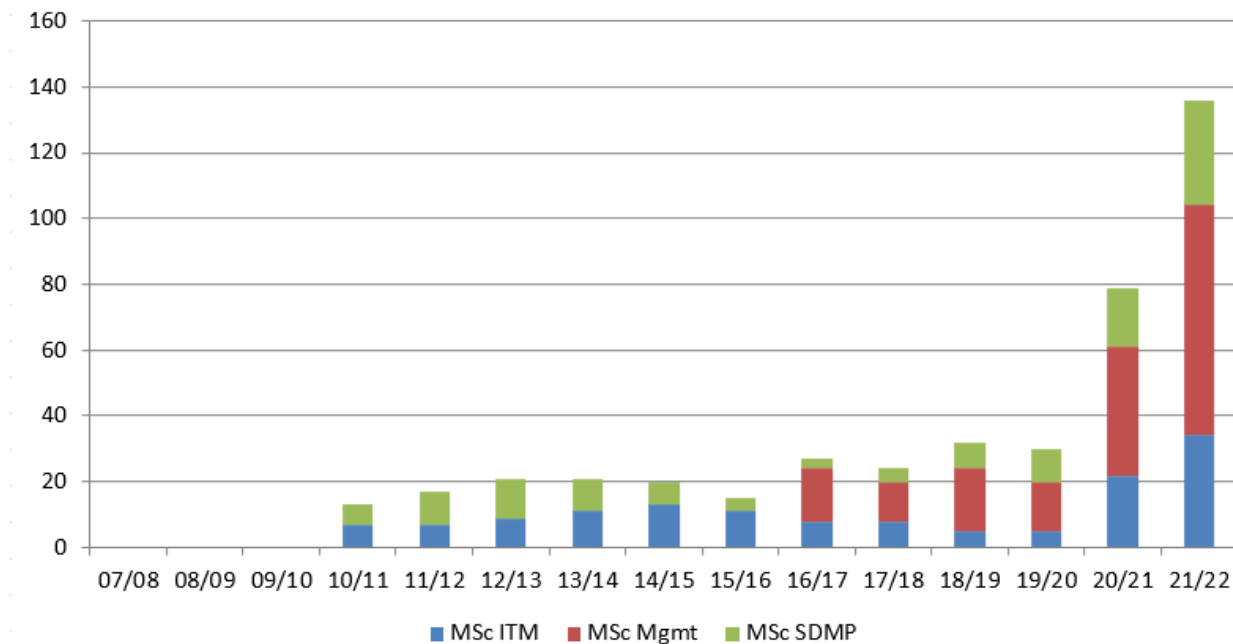


Figure 17: Graduate programs: Intake 2007 – 2022

During the current accreditation phase, a minor revision of the Common Body of Knowledge of the programs and of the respective domain-specific courses is planned. Marketing experience concluded that the title of the MSc in Sustainable Development, Management, and Policy program is difficult to communicate, and renaming the program to MSc in Sustainability is recommended. More flexible and condensed forms of content delivery will be tested, and the opportunity for offering blended learning in certain MSc courses will be planned. The acceptance of the University in the HBS' MOC Affiliate Network in 2022 and the subsequent introduction of the MOC courses in the MSc in International Tourism Management and the MSc in Management from Fall 2023 onwards is an example of this. Thanks to the recommendations gathered through our quality management procedures during the last development phase, the content of all MSc programs has been continuously updated and revised. Therefore, there will further be only incremental changes instead of a major revision.

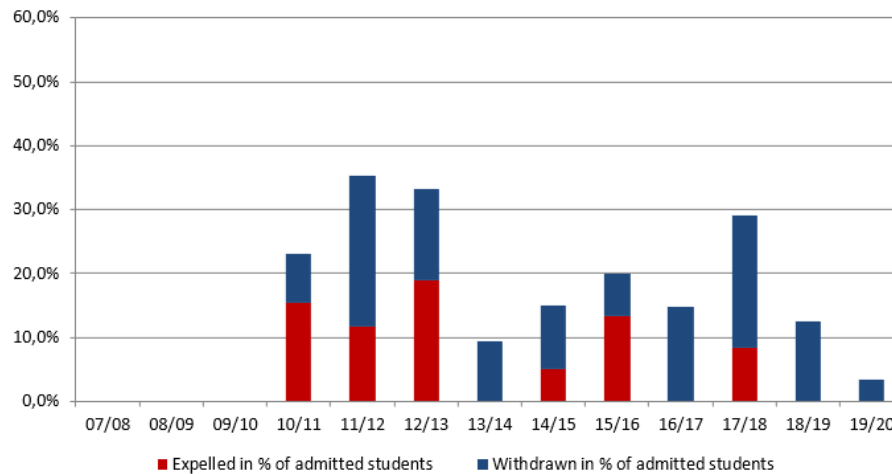


Figure 18: Percentage of expulsions and withdrawals per intakes in the graduate programs from 2007-2020

The main purpose of past and future revisions is to better accommodate the interests of the students, advances in the respective study area, technological changes and, most importantly, the needs of the labor market.

Development Steps

- Continuously increase the quality and number of applicants.
- Further improve the existing system of full and partial scholarships and fee reductions to attract excellent students but also increase the revenues generated by the MSc.
- Rename MSc in Sustainable Development, Management, and Policy to MSc in Sustainability.
- Renew the TedQual United Nations World Tourism certification in June 2024.
- Continuously evaluate joint- or double-degree co-operations with internationally recognized partner universities.
- Building on the knowledge of the BSc in Applied Data Science, develop an additional Master of Science program. This offer should become available once the first students graduate from the BSc in Applied Data Science.
- By increasing flexibility for students while maintaining the same learning objectives like in the full-time studies format, investigate and implement blended learning opportunities to create more flexible curricula that allow part-time studies for young working professionals.
- As per student's demand, increase the opportunities for exchange semesters.
- Evaluate and improve the content and procedures of the pre-requisite (make-up) courses.
- Depending on developments in the industry and the labor market, extend the offer of specializations when existing specializations are 80% full or replace existing specializations if demand goes below 40% of available seats in courses. Potential fields include, but are not limited to, Behavioral Economics, Project Management and Agile Transformation, Artificial Intelligence and Smart Data Analytics.
- To open avenues for professional development of students at companies already during their education, extend relationships with industry partners to further support our Industry Excellence Program.

Professional Degree Programs

At the level of the continuing education for professionals, Modul University Vienna offers (non-degree) certificate programs as well as degree programs. Among all continuing education programs, the top tier products are the Bachelor Professional (BPr) in collaboration with the Austrian Hotel Association (ÖHV) and the Master of Business Administration (MBA) study program. These degree programs are attractive and competitive offers for professionals who want to further their career by updating their knowledge about state-of-the-art management approaches and methods. With the completion of these programs, graduates gain proper leadership skills, including personal and social competences. Moreover, graduates have the ability to both critically interpret and apply scientific findings.

The Bachelor Professional is offered in cooperation with the Unternehmerakademie of the ÖHV and is aimed at working professionals in the field of hospitality and tourism, who wish to get a Bachelor degree. The studies last for 6 semesters and combine theory and practical experience. Students should acquire the knowledge necessary for the transition into professional practice, a coherent overview of the subject matter, the ability to independently apply scientific knowledge and methods as well as the theoretical basis for continuing the studies in a further degree programme.

For admission to the MBA program, at least three years of work experience in a responsible position are required, as well as sufficient academic qualifications, be it an undergraduate university degree with a minimum duration of three years or an equivalent degree relevant to the content of the study program. The duration of the studies is 18 months (full-time).

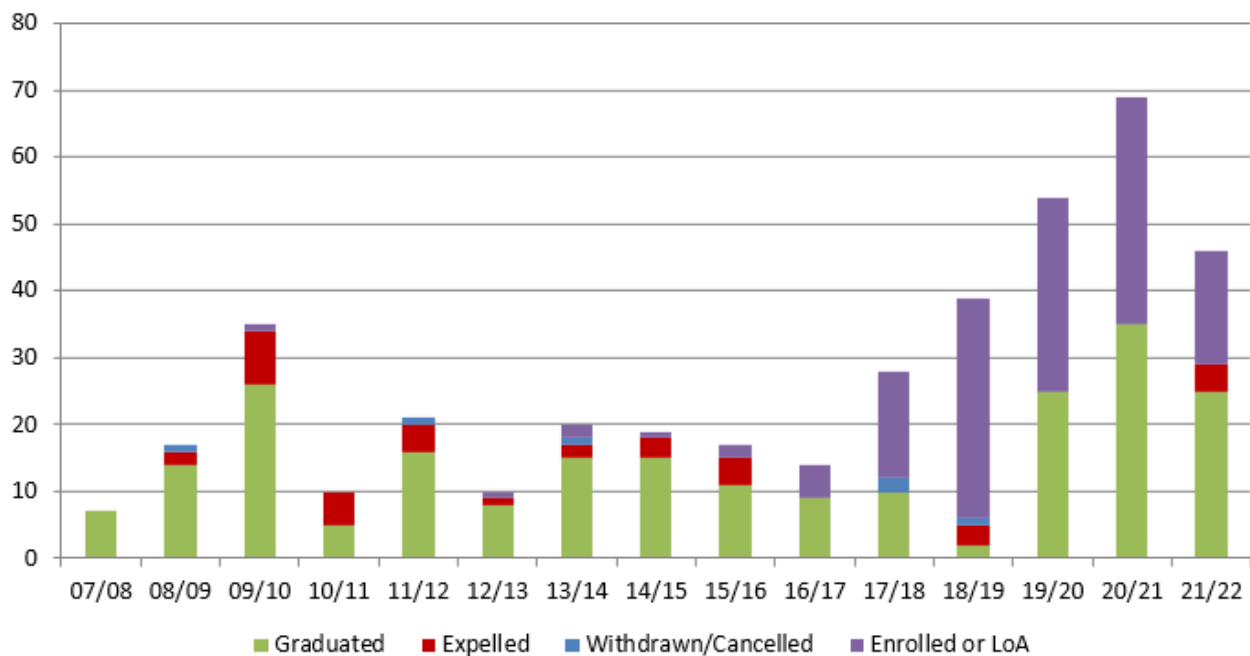


Figure 19: MBA program: Intake 2007 – 2022

Due to a widely unregulated competitive environment in Austria in this field and the lack of accreditation requirements for adult education programs at public and applied universities, the University was compelled to provide a relatively high number of scholarships and discounts to maintain this continuing education program within its portfolio of programs. One of the consequences of this was that students who benefited from this strategy were less motivated and showed less effort and focus in their studies, which led to the highest ratio of expelled students when compared to other programs (see Figure 20). The situation improved only recently, when the University revised its scholarship strategy and remarketed the program.

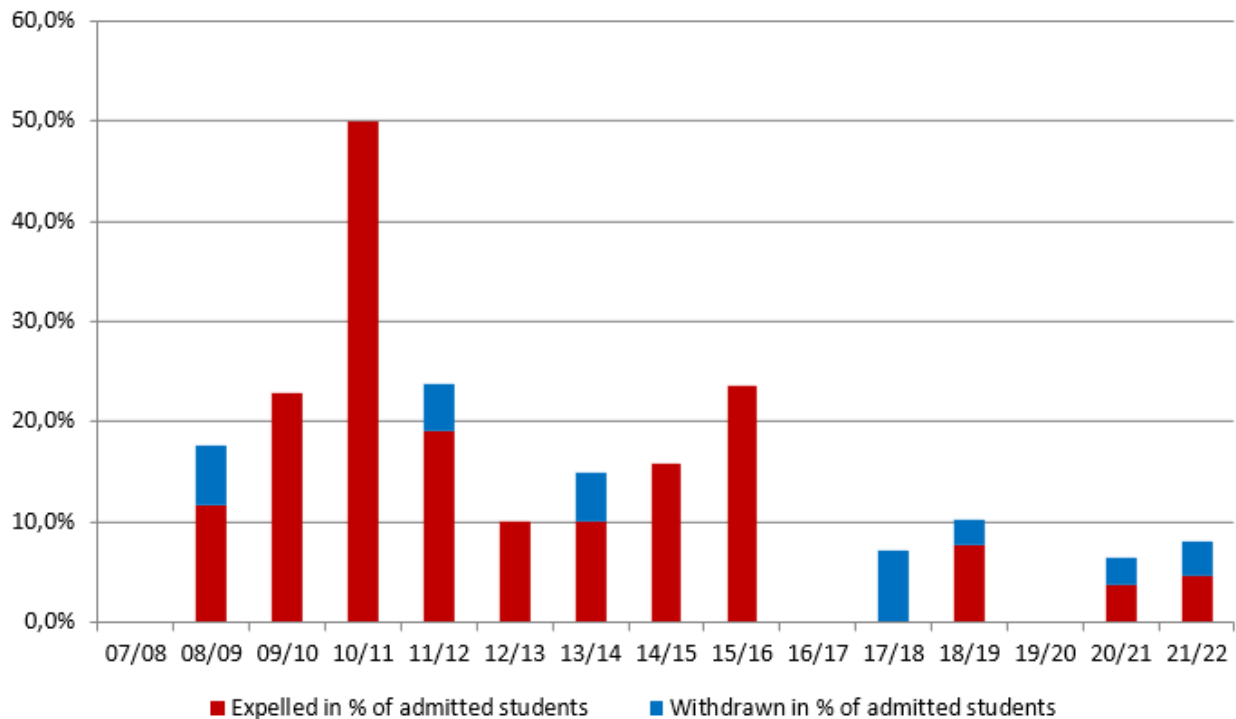


Figure 20: Percentage of expulsions and withdrawals per intakes in the MBA program from 2007-2022

In order to ensure a clear positioning and an adequate concentration of resources, this program consists of core subjects in business administration (Common Body of Knowledge or CBK) that are marketed together with various specializations that can be selected by the students as a major area during their studies. The decision to offer only one general MBA program with the possibility to choose from various specializations provides flexibility towards potential changes in industry needs and future student demand. Currently, the following five specializations are offered in the MBA study program:

- Digital Marketing
- Sustainable Management and Policy
- Innovation and Experience Design for Tourism
- Entrepreneurship, Innovation and Leadership
- Real Estate Management

In 2017, the MBA study program became part of the AMBA Development Network (ADN), thereby fulfilling the first set of entry requirements for becoming fully accredited by the Association of MBAs (AMBA).

Development Steps

- Continuously improve the quality of applicants for the BPr and regularly increase their number.
- Continuously improve the quality of applicants for the MBA and moderately increase their number.
- Further improve the existing system of full and partial scholarships and fee reductions to attract excellent students but also to increase the revenues generated by the MBA.
- React to changes in the industry and future student demand. If student numbers allow it, offer new or replace existing specializations (i.e., extend the offer of specializations when existing specializations are 80% full or replace existing specializations if demand goes below 40% of available seats in courses).
- Intensify the marketing of individual courses and further develop existing and new marketing co-operations with industry partners.
- Engage with industry partners where participants can attain certificates of specialization.
- Following international standards and national requirements, further develop the guidelines for recognizing non-formally acquired skills for admissions as well as for recognizing credits in the MBA program.

Post-Graduate (PhD) Program

The PhD program at Modul University Vienna exists since Fall 2013/14. Initially, it was mainly designed for the education of its own staff (Researchers and Lecturers), but regular students have gained an important share by now (Figure 21). Currently (Spring 2023), there are 28 active students enrolled (four of them Researchers and Lecturers, three of them Researchers). All graduates have immediately found positions in academia.

The teaching offer amounts to between 16 and 20 ECTS per semester, whereby students' specialization intentions are considered when elective courses are planned. Generally, students' evaluations lead to encouraging outcomes. Students' progress is regularly monitored and subject to annual development talks.

Based on experiences, the scholarship system was redesigned and the *Next Generation Scholarship* was introduced, which provides the option of substantial deductions in student fees in case the students choose to contribute to research topics of central interest to the University (six of the active students have taken that offer). Nevertheless, it is seen that reconciling a PhD study with other demands is a challenging task for many students without a paid position at the University. For two active students, there is an agreement with a hiring company, and another one studies within the framework of an education contract.

Since Fall 2022, the PhD program is offered in hybrid mode to lower the entry barriers due to financial and visa reasons. Once per semester, all PhD students have an attendance week, with mandatory attendance. The week is composed of workshops, presentations and social events, so that PhD students can exchange on their research and emulate one another.

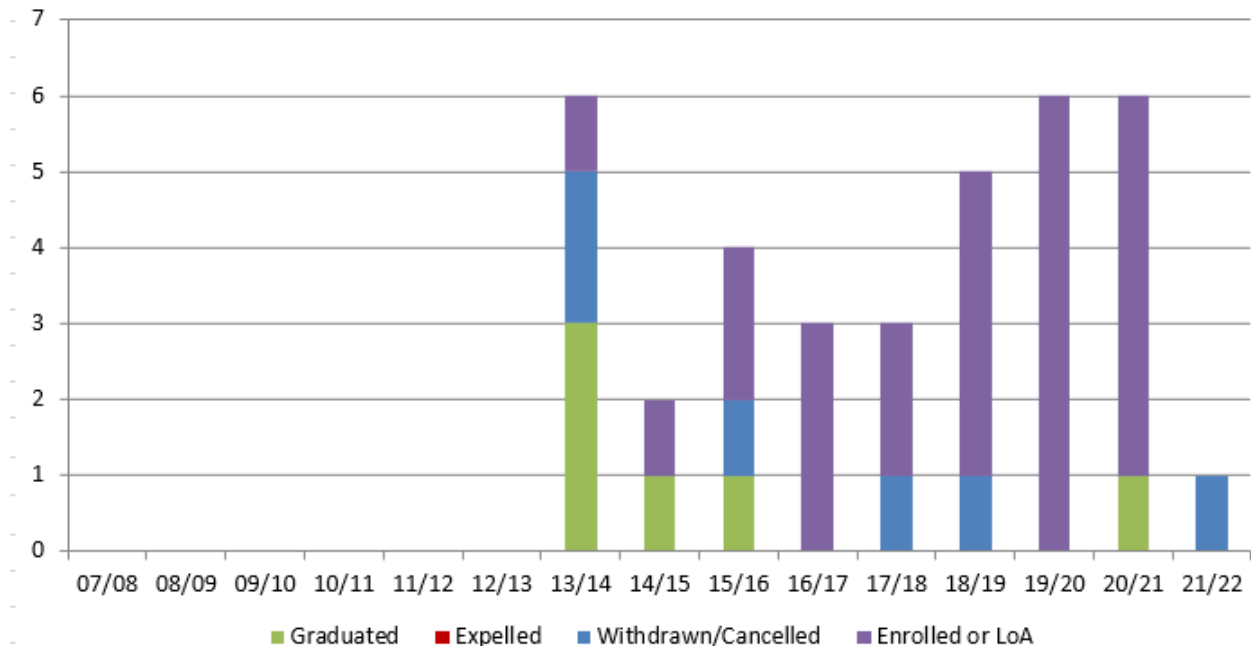


Figure 21: PhD program: Intake 2007 – 2022

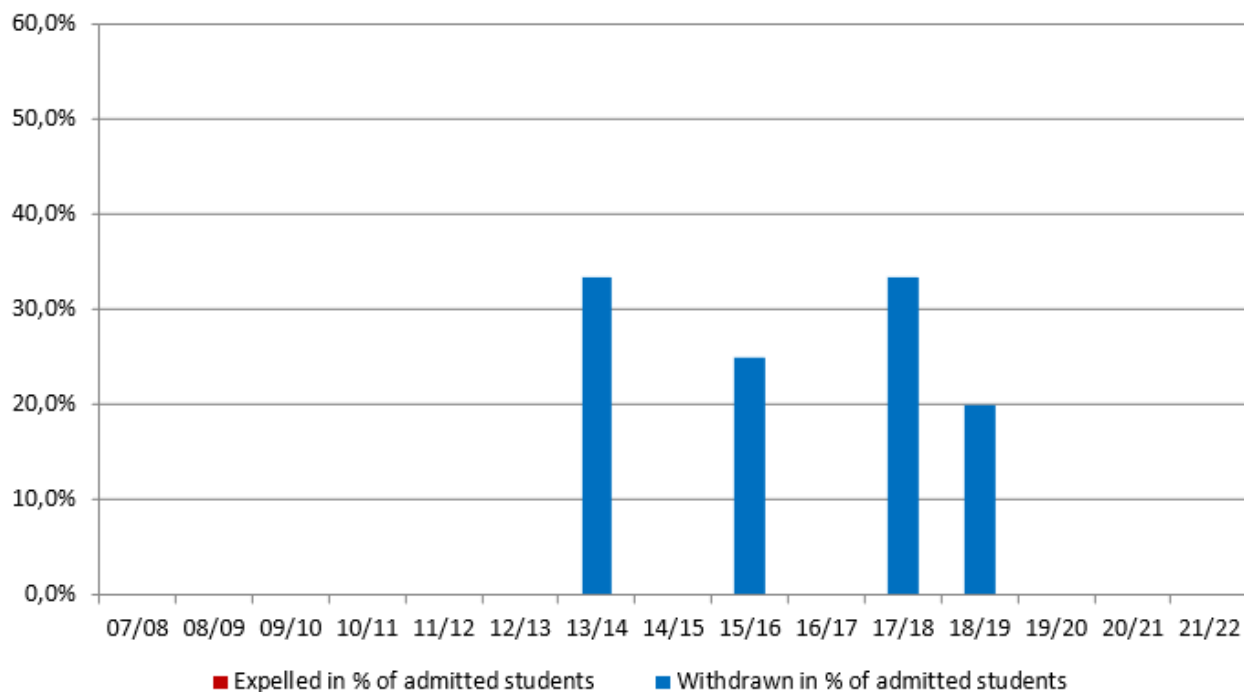


Figure 22: Percentage of expulsions and withdrawals per intake in the PhD program from 2007-2022

The following measures are expected to increase successful applications, whereby the orientation of the program to a maximum of 10 yearly intakes will not be changed.

Table: Current supervisions of MU Associate and Full Professors

Associate and Full Professors	Current
Dimitris Christopoulos	1
Astrid Dickinger	3
Dan Fesenmaier	1
Marion Garaus	1
Ulrich Gunter	1
Denis Helic	1
Christian Kerschner	0,5
Gunther Maier	0
Josef Mazanec	0,5
Ivo Ponocny	10
Arno Scharl	0
Sabine Sedlacek	4
Egon Smeral	1
Horst Treiblmaier	2,5
Udo Wagner	0
Karl Wöber	0,5
Total	28

Development Steps

- According to the available positions in the Development Plan or to successful fundraising (third-party funded research projects) involving PhD positions, continue to hire promising candidates as Researchers and Lecturers.
- Review and appropriately reconsider the tuition fee and scholarship system, including the co-operation options regarding staff of businesses and other educational institutions. In addition, new marketing options related to business cooperations shall be investigated.
- The scheduling of the courses with longer periods between courses will allow for more participants per class and a broader offer of electives. In particular, the option of Reading Courses allowing for individual specializations shall be emphasized (it was not made use of by now although theoretically provided in the Study Regulations).
- More equal spread of supervisions among senior faculty
- Increase the attractiveness of the co-operation with other Austrian private universities, which allows for exchanging courses free of charge and which was rarely utilized until now. The existing option of getting 20 ECTS credited from other universities is sought to be embedded in more formal partnerships.

- In light of the creation of a new BSc program in Applied Data Science, consider an adjustment of the PhD program course offer and as a consequence, an additional program on Master Level, as well as the resulting increased competencies of our staff and the potential demands of the corresponding future graduates. This shall be prepared and critically evaluated in the upcoming years and if necessary, implemented.
- Collaborating with other Austrian universities to offer MU PhD students access to a greater variety of trainings relevant for an academic career (e.g. presentations on conferences, research project proposal writing).

Continuing Education and HE Consultancy

Besides research and teaching, continuing education, bridging research-based education and professional Know-How is another task of the University. The University thereby seeks to provide access to further education and professional development opportunities rooted in a university's learning experience and by establishing a **Centre of Continuing Education**, academic studies can continue. By fostering inclusivity and developing a life-long learning cycle, the University will equally benefit from experiences and approaches from environments outside of academia which may be integrated in the production and dissemination of scientific knowledge.

Continuing education and professional development at a higher level of education offers the advantage that trainers and instructors gain insights into international research and therefore acquire new knowledge based on research findings. They can also impart research competencies when required in practice. Besides individual qualifications, continuing education also contributes to the formation of professional cooperation and networks.

The Centre of Continuing Education is led by the **Continuing Education Director** who is appointed by the University Board and who is in charge of quality management system in all credit-bearing and non-credit bearing non-degree programs offered in Vienna and abroad, except the Foundation Program. The latter is supporting the transition into any Undergraduate Program and is therefore directed by the Dean of the Undergraduate Programs. In any case, credit transfer decisions at Modul University Vienna remain in the sole discretion of the Deans.

Certificate Programs

The University plans to develop a portfolio of certificate (non-degree) programs that is related to the research and teaching agenda of the University. The University's Certificate Programs will follow the anticipated governmental scheme for non-degree programs. Focusing on a professionally oriented, modular educational experience, the objective lies on the integration of professional, entrepreneurial, and academic know-how in a flexible program structure. Certificate courses are thematically based on the unique research orientation of the University's Schools and include tourism and hospitality management, sustainable development, international management and entrepreneurship, innovation, as well as new media technology/data science.

Teaching Abroad collaborations, and Higher Education Consultancy

Executive education, corporate, and individual programs are tailored to the clients' needs and their organizational or individual goals. Clients are companies, governmental organizations, NGOs, or other academic or non-academic educational organizations. Varying in format and duration, Modul University offers further education solutions from single training measures to integrated, systematic professional development programs for executive in-house or on campus education. These products include single modules or course bundles with certificates creditable to higher levels of continuing education offers, as well as teaching at other higher-education institutions, corporate training and tailor-made continuous professional development programs. The thematic offering encompasses the University's fields of expertise in teaching and research and is strongly based on a transdisciplinary approach that follows the integration of industry or education partners and internationally experienced experts.

Name/Partner	Start	Status	Type
FTS Cayman	2023	Ongoing	Higher Education Consultancy

Development Steps

- Continuing Education and Higher Education Consultancy projects will be located in the Academic Office and placed under the direction of the faculty.
- Develop a concept for credit- and non-credit bearing products and quality management guidelines with national and international partners following the anticipated governmental schemes and guidelines for microcredentials and (non-degree) continuing education programs Integrate blended learning formats into continuing education offerings.
- Evaluate the opportunity to develop educational offers in relation to the Start-up Hub Center (e.g., acceleration programs).

Distribution of Workload and Knowledge Transfer Services

Modul University Vienna considers itself as a research oriented educational institution in accordance with Humboldt's educational ideals. In its profile, the University should be primarily defined as an institution with an outstanding reputation in research in its areas of studies and one that makes innovative, future-oriented learning possible.

In the sense of the inseparability of research and teaching, target agreements with the academic staff ensure both a minimum teaching and research obligation. Other responsibilities of faculty include knowledge transfer services, administration, as well as contributions that aim to achieve the University's SDGs. The expectations in various academic positions are outlined in Table 2. Taking strengths of individuals into consideration, the University Board may, by mutual agreements, decide on deviations from this plan.

Table 2: Expectations in academic positions (approximate % of total hours of employment)

	Research	Teaching Responsibility ¹	Transfer Services ²	Administration and SDGs ³
Faculty⁴				
Full Professor (FProf) Habilitation or equivalently qualified	40%	30% (10 WSHY)	10%	20%
Associate Professor (AcProf) Habilitation or equivalently qualified	40%	30% (10 WSHY)	10%	20%
Associate Professor/Senior Lecturer (AcProf/SL) Habilitation or equivalently qualified	0-20%	60% (20 WSHY)	10-30%	10-30%
Clinical Professor (CProf) Post-Doc	0%	60% (20 WSHY)	10-30%	10-30%
Assistant Professor (AsProf) Post-Doc	50%	30% (10 WSHY)	10%	10%
Assistant Professor/Senior Lecturer (AsProf/SL) Post-Doc	0-20%	60% (20 WSHY)	10-30%	10-30%
Researcher and Lecturer (RL) Pre-Doc, studying at MU's PhD program	50%	25% (1 st /2 nd yr: 2/6 WSHY)	0%	25%
University Lecturer (L) Post- or Pre-Doc	0%	50-100%	0-50%	0-50%
Other Academic Employees⁴				
Senior Researcher (SR) Post-Doc	0-100%	0%	0-100%	0%
Researcher (R) Pre-Doc	0-100%	0%	0-100%	0%
Scholarship Students⁵				
PhD Student (PhDS)	85%	15% (2 nd /3 rd yr: 2/4 WSHY)	0%	0%
Graduate Assistantship Student (GAS)	0-10 hours/week			

¹ WSHY = weekly semester hours per year as defined in the labor contracts; the percentage of teaching responsibilities includes preparation time for classes.

² including time for applied (industry) research.

³ e.g. participation in committees of academic self-administration, marketing events, and projects for further developing the University; tasks that are considered a contribution to sustainable development are, for instance, the participation in projects by the Sustainability Committee.

⁴ Researchers are academic employees without teaching obligations who are financed exclusively by third party funds. Their responsibilities are defined in the labor contract, HR and quality management guidelines.

⁵ Responsibilities defined in the study contract, study regulations and quality management guidelines.

Knowledge Transfer Services

Not yet clearly defined, the term *transfer services* is commonly used in academia. The Guideline for Promotion to Associate Professor, as well as the Guideline for Promotion to Full Professor use the term *transfer services* for defining the responsibilities of Professors similar to public funded universities. The promotion guidelines mainly focus on the non-paid, scholarly, and non-scholarly activities within the wider range of possible transfer services.

At Modul University Vienna, the term transfer services has another less academic work-related dimension. At the University, it comprises all activities of its faculty which aim to solve issues faced by society, especially those which are economic in nature, but do not include the areas of basic research or education. Activities recognized as transfer services by the University are the execution of commercial research projects, the participation at subject related, non-academic

events (e.g. presentations at industry fairs and conferences), holding continuing education courses for practitioners, and other activities within the scope of career services and the University Start-up Hub. Transfer services are further defined in three documents:

1. The questionnaire for the annual development talks of faculty;
2. Guidelines for promotion to Associate or Full Professor;
3. Work contracts of faculty.

Full Professors, Associate Professors, and Assistant Professors are planned to spend approximately 10% of their working time for transfer services. Assistant Professors/Senior Lecturers are planned to spend at least 10% and a maximum of 30% of their working time for transfer services. The exact amount depends on individual agreements of the other work areas to be discussed in the annual development talks. An overview of the duties of Full, Associate, Assistant Professors, and Assistant Professors/Senior Lecturers is provided in Table 2.

The Clinical Professors positions would give some Assistant Professors the opportunity to use their research base for a more elaborate knowledge transfer profile and be evaluated accordingly. Diverse criteria of excellence may be defined for each career path to allow for more diverse bases for a tenure decision and professorial appointment.

To foster transfer services, like other leading national and international universities, platforms for performing industry-funded research. The goals of Modul Technology GmbH are to communicate the practical relevance of the research pursued at the University to the industry in a suitable form and to develop practical approaches to problem solving confronted by businesses and society. On the other hand, Modul Research GmbH serves as the platform for developing education projects. Faculty is expected to actively pursue knowledge transfer services in the form of the acquisition of third-party funding or by actively contributing to industry projects either for the University or for any of the affiliated organizations, insofar as it relates to the employee's field of specialization compatible with the agreed teaching provision.

More information is included in the Guidelines for Knowledge Transfer Services.

Development Steps

- Further elaborate the addition of a Clinical Professor to the framework of academic positions
- Introduce a promotion scheme for faculty
- Develop guidelines for external reviewers in promotion committees
- Further develop the opportunities for transfer services (e.g. recognizing internal administrative services with direct or indirect economic value)

Sustainable Development Goals

Sustainability is one of the core values of Modul University Vienna and is at the heart of the research agenda, teaching, and functioning of the University. The University adheres to an integrated sustainability approach and therefore aims to balance the economic, the social, and the environmental dimensions of sustainable development. Acknowledging and embracing the urgent need for development strategies that meet the needs of the present and improve the welfare of future generations, environmental and social sustainability are a priority for the University.

As a key actor and role model in society, the University wants to promote sustainability at all possible levels by contributing to education and knowledge creation.

First, sustainability is very present in the education provided by the University. This is most focused in the MSc in Sustainable Development, Management and Policy but also embedded into all study programs through the general delivery of the curricula, as well as dedicated thematic courses.

Additionally, over the last years, research at the University has emphasized the importance of sustainability in all its dimensions, social, economic, and environmental. Numerous projects and publications were realized in this field by the different Academic Schools, who often cooperate on such research topics to benefit from the different perspectives of transdisciplinary research.

Principles of sustainability are also incorporated in the daily workflow of the University. The University indeed operates in a manner that minimizes environmental risks and adverse effects on the environment. This includes meeting or exceeding environmental legislation and standards, using energy efficiently, conserving water, preventing pollution, minimizing waste, and using recycled materials whenever possible. The University carefully selects its suppliers and contractors, ensuring that they show a similar commitment to social and environmental principles. To encourage its employees to commute by public transport, the University has been covering the costs of the annual card for public transports in Vienna (job ticket) since Fall 2021. “Meat free Mondays” have been introduced in the canteen in order to reduce CO₂ emissions associated with meat consumption. At orientation, instruction is provided to both students and employees on how to behave in ways that reflect the University’s commitment to being responsible environmental stewards.

Finally, Corporate Social Responsibility is put into practice by recognizing and assuming a level of social responsibility for employees, students, and all other stakeholders. To ensure the employees’ quality of life and foster their commitment, work-life balance is given a real attention through possibilities such as tele-working opportunities, flexible working time, the possibility of reduced working time, flexible locations, etc. These options have demonstrated benefits for the employer (saving energy costs, better commitment of employees, efficiency of work, etc.), the employees (motivation increase, saving travel costs, time savings, stress reduction, etc.) and the environment (CO₂ reduction, etc.). The social dimension of sustainability is also encouraged among students, especially with the **MU Cares** program.

Ever since its creation, the University Senate has elected a Sustainability Committee, composed of faculty, staff, and student representatives who want to contribute even further to the implementation of sustainable principles at the University. Hence, the Sustainability Committee is the primary body responsible for fostering sustainable thought and action at the University. It encourages and promotes communication, involvement, and further education in the area of sustainability in order to support the awareness of these principles amongst all stakeholders. Together with the Merit Scholarship Committee, the Sustainability Committee co-administers Modul University's Scholarship of Hope, which is granted to excellent project and research proposals striving to make a positive sustainability impact.

Besides actively implementing the principles of social and environmental sustainability at the University itself, the committee also seeks to share the knowledge gained. Publishing knowledge firstly serves to transfer insight to other institutions and is secondly a benchmark of the quality of its own efforts. For instance, in 2019, the committee submitted a workshop proposal for a large academic/practitioners conference in Vienna (Degrowth-Vienna-2020) that focuses on Sustainability and serves as one of the hosts.

The University's commitment to sustainability was rewarded several times. In 2012, the University received the Austrian Sustainability Award in the category 'Structural Foundations' and the third place in the category 'Teaching and Curriculum, International Co-operations' awarded by the Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management. In 2016, the University received again two Austrian Sustainability Awards: Second place in the category 'Student Initiatives' and second place in the category 'Communication and Decision Making'.

A part-time position of **Sustainability Manager** was created as of September 2019. The tasks of this position include the preparation of the University's biennial Sustainability Report and the submission of the University's participation to sustainability rankings.

Development Steps

- Foster synergies between the research programs of the University's schools for projects and publications on sustainability.
- Investigate further sustainability rankings and awards in which the University could take part.
- Cooperate and network with other institutions in order to share best practices and realize synergies.
- Organize regular workshops and events to foster sustainability at the University and to affirm Modul University Vienna's role as a recognized actor in sustainability research.
- Encourage and promote initiatives and projects that further develop sustainability among the University stakeholders.
- Reach out to sustainability committees at other organizations in order to share know-how and experiences and in order to support each other in different ways.
- Cooperate with the Student Service Center to further develop the MU Cares program
- Further develop and monitor sustainability at the University (cafeteria, waste, etc.)

- For better promoting the sustainability projects thought of by students, generate additional funds for the “Scholarship of Hope Award” and investigate additional forms of spending and promoting projects, which are in the spirit of the University.
- Develop a sustainability dashboard, which regularly reports on key performance sustainability indicators of the University linked to the biennial sustainability report.

Principal Organization

The University Constitution defines the principal decision-making bodies and the organization of the University. The main organizational body within Modul University Vienna is the University Board, which consists of the President/Managing Director, the Vice-President, and the Deputy Managing Director. This composition of the University Board represents minor changes decided after the change of the majority shareholder in May 2023 to strengthen the decisive power of representative from the academia (President and Vice-President) in the University Board. While previously the Managing Director was represented by a non-academic employee, the President is holding a double role as President and Managing Director.

The President/Managing Director is responsible for directing all academic affairs, including the University's program of teaching. The Vice-President is deputizing the President and by University Board decision, responsible for directing research related affairs. The Deputy Managing Director is responsible for all economic, financial, and administrative matters, but some administrative matters are shared with the President. Both President and Deputy Managing Director have signing authority for Modul University Vienna GmbH. With regard to the personal union as President of Modul University Vienna, on the one hand, and managing director of the company Modul University Vienna GmbH, on the other hand, the President is authorized by the owners to fulfill his tasks as President in accordance with Art I § 2 of the University Constitution, without being subject to the company's instructions.

Organization of Research and Teaching

Employing academic staff, including currently qualified people in the international scientific community, strengthens internationalization and networking and substantially advances the University's research output. The promotion of young academics is an essential task of the University. The target audiences are people oriented towards a long-term academic career. The success of these efforts is particularly reflected in the following achievements:

- The academic quality of the publications (as judged by the scientific community)
- The number of acquired projects of fundamental research, as well as the quantity and quality of the contributions to these projects
- The quality of independent teaching
- The contribution to the promotion of young talented academics
- The number of knowledge transfer achievements (e.g., the number of research projects financed by businesses, presentations at business events)
- The incorporation in academic and other relevant, non-academic networks
- Awards and distinctions
- The contributions to the University's SDGs

Since the future need for research is difficult to predict and because research topics and methods are always dependent on the core competencies of the academic staff at the time, adequate

space needs to be made to allow for some freedom in research. It is, however, the task of the University Board to create conditions for the possibility to prioritize topics.

State-of-the-art knowledge on latest methods is essential for research and education at the University. To make sure that the organizational structure of the academic Schools and research centers reflect on the core fields of research and education of the University, emphases are given within the broad areas of research and education.

In the current accreditation period, the University will maintain its current School structure of four academic **Schools** (Figure 23):

1. School of Sustainability and Governance
2. School of Tourism and Service Management
3. School of International Management
4. School of Applied Data Science (created in 2020)

In 2020, the University created a new **School of Applied Data Science**, which accommodates various data science related disciplines like advanced statistics and calculus, database management, programming, modeling, and Artificial Intelligence. In addition, based upon the great success and resources of its previous Department of New Media Technology, the University converted this unit into the University's first **Research Center**.

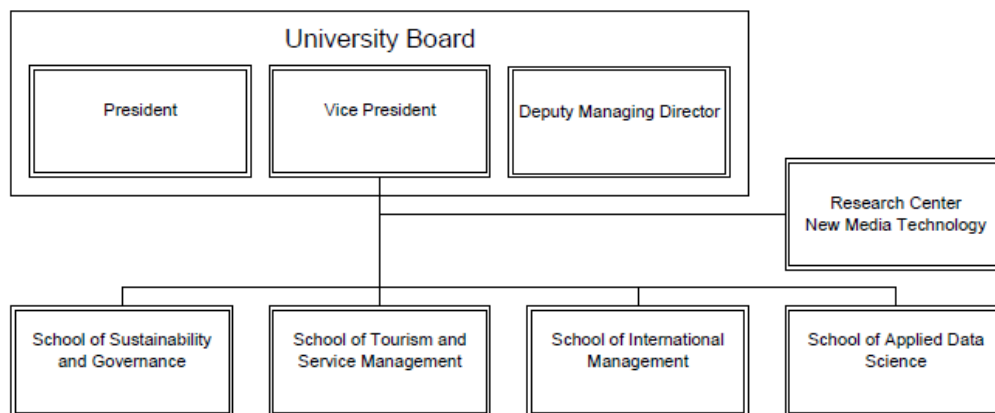


Figure 23: The organization of research

The Heads of the Schools and the Research Center regularly meet and report to the Vice President, who is also in charge of the Library and Research Documentation. All academic units share an interdisciplinary character and a high degree of innovation. Research projects jointly pursued by faculty and researchers from different academic units document how effectively these disciplines can complement each other. In the long run, each School will be equipped with at least three Post-Doc faculty members.

The organization of teaching (the management of the study programs) is led by the Deans who are elected between all Associate and Full Professors by the University Senate. In 2012, the University introduced the opportunity that Deans can nominate various Program Area Directors who support the Deans in further developing the curricula. Deans and Program Area Directors are supported by the respective Program Managers of the Academic Office in administrative tasks. The Deans regularly meet and report to the President.

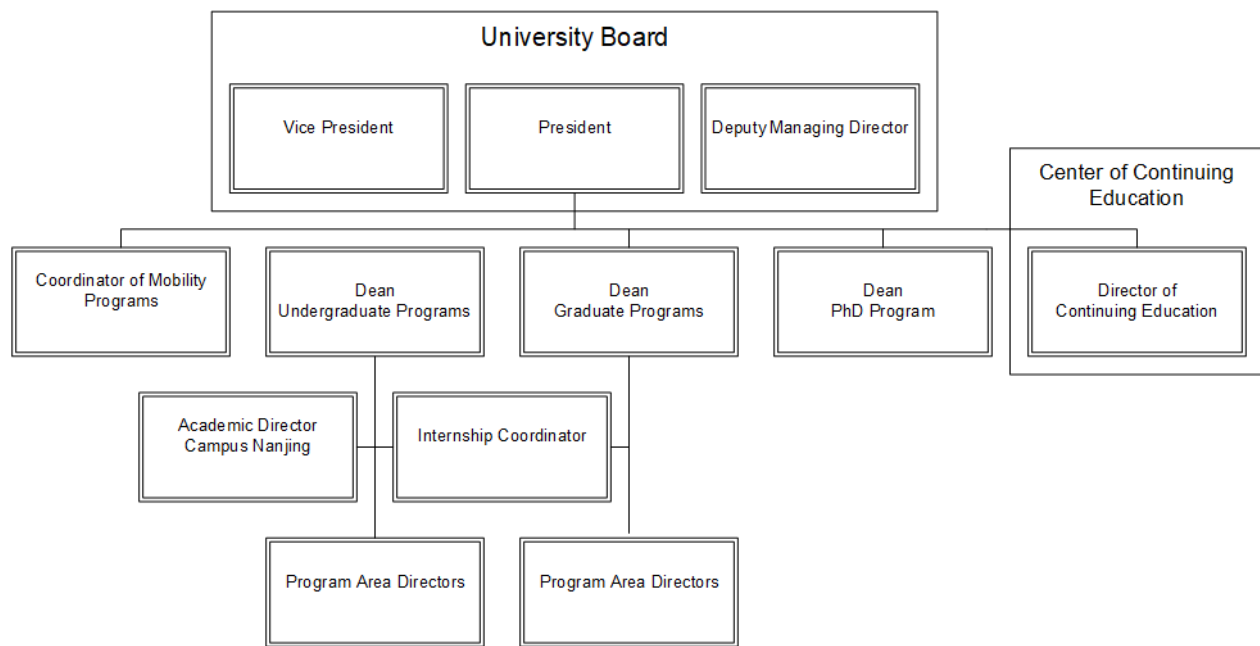


Figure 24: The organization of teaching

Development Steps

- Further integrate the organizational structure and quality management procedures in Nanjing into the organizational structure and quality management system at the University
- Further develop the Anthology campus management information system to support the heads with even more efficient decision support tools and reports.
- Include provisions in the University Constitution to address situations when academic leadership positions are not easily filled.

Organization of Administrative Services

In 2023, Modul University Vienna changed the organization of the administrative offices that provide all services to employees, applicants, students, graduates, and other external stakeholders.

Moreover, the implementation of an integrated Customer Relationship Management System and Campus Management System, provided by Anthology, was a milestone in order to improve the efficiency and the processes across the administrative services.

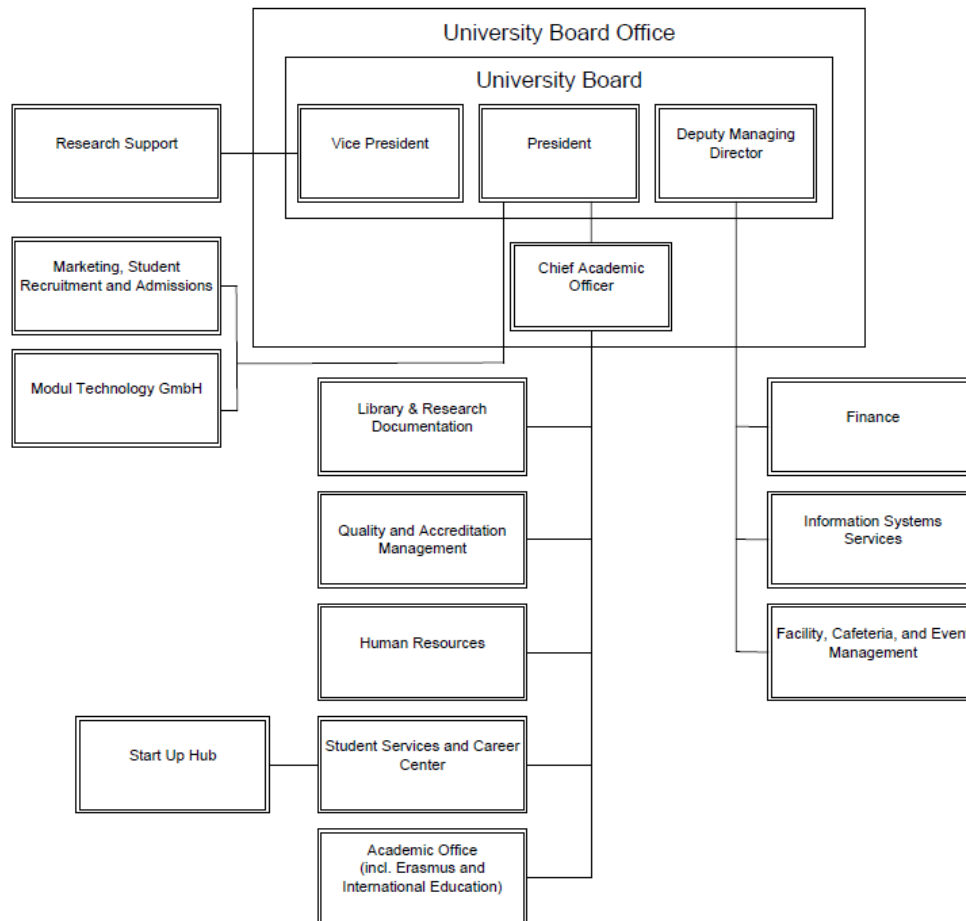


Figure 25: Organization of administrative services

With the growth of the University, adjustments in the administrative organization became necessary. The new organizational plan is visualized in Figure 25 and is accompanied with a number of additional initiatives (regular meetings of supervisors of different academic and administrative units) to further improve the communication flow within the University.

The University Board Office has a pivotal role inside the University. Composed of the Chief Academic Officer and the QM & Processes Coordinator, the University Board Office supports the work

of the University Board, communicates its decisions to all employees and streamlines operations and academic services in the University.

The Deputy Managing Director manages Finance, Facility & Event Management, Information Systems Services. The Chief Academic Officer, reporting to the President, is responsible for the Academic Office, the Student Services Center, the Library, Quality Management & Accreditation, and HR. He/she supports the President in managing Marketing, Student Recruitment & Admissions. He/she participates in the meetings of the University Board and ensures that all administrative decisions are communicated to the relevant office heads and implemented. He/she reports to the University Board about current procedures and makes suggestions for improving the workflow of the organization.

Development Steps

- Strengthen the role of the Student Services Center as an interface for student and alumni related activities for the Start Up Hub.
- Adjust the University Constitution to the planned new organization of the administrative services.

Student Services Center & Start-up Hub

The Student Services Center includes a wide range of services, coordinating support for new and continuing students, alumni, and industry partners to ensure students' well-being, growth, and development during and after their experience at Modul University Vienna.

The main goal of the Student Services Center is to establish an academic, emotional, and social connection for the students at the University, which contributes to the quality of the students' learning experience, academic success, and overall satisfaction but also prepares students for active participation in society.

The Student Services Center provides a wide range of support services. It is not only the first point of contact for all student life inquiries, student advising, academic tutoring, professional psychological counseling, and student exchange, but also assists students with finding compulsory internships and provides support in career planning, professional development, and networking with international partners.

Among the services available to students, the most important is the organization of the **Orienta-tion Week**, which aims to create a warm and welcoming environment for new students. It not only assists in transitioning to University life and the city of Vienna, but also informs about the various offerings and opportunities within Modul University and encourages the development of relationships and friendships, as well as a sense of belonging to the University community.

All services are provided with a 'student first' approach. Services include helping students with visa applications, health insurance, registration, accommodation, and providing official

documents. Services aiming at enhancing a community spirit include the organization of the **International Day**, **Student Ambassadors program**, **Student Exchange Fairs**, the **MU Cares charity program**, the **MU Learning program** coordinating tutoring and workshops, **student excursions**, **student social events**, and **student clubs**, e.g. the Entrepreneurial Society, the Hotel Club, or the Yoga Society and the collaboration with the student union (ÖH), including the facilitation of the student union election.

The Student Services Center offers support services for current students and alumni in the field of career guidance, helping to clarify professional goals, and exploring options for employment. A core service is the **organization of the internship program**, which provides an opportunity for students in an actual work situation to put into practice those theories, concepts, and techniques studied in the classroom. Other related services include: the organization of the **Career Day**, the **industry competitions**, the **Alumni reunions**, the **MU Networking events**, the **Career Fairs**, and an **internal exclusive job platform (JobTeaser)**.

There are various challenges facing the Student Services Center. Redesigned processes are needed in order to ensure an efficient use of tools. The increasingly complex student needs require an even greater shift from transactional to consultative interactions with students and to free up staff time to take deep dives on strategic projects vs. administrative tasks. Strategies and measurement tools for higher student participation involvement need to be implemented to ensure overall high student satisfaction. Due to a larger student body and student needs, classes will be offered in the evenings and on weekends.

The offered services shall not only be maintained, but also developed to provide services and programs that enhance the quality of student life and to improve learning and success achievement.

The Start-up Hub, which is part of the Student Services Center, is the central platform for the University's entrepreneurship and innovation activities. It is an additional offer for students pursuing their goal of creating their own venture and developing scalable and innovative businesses. It supports the long-term vision of the University to develop a strong entrepreneurial mindset among students and to involve them in entrepreneurial activities from the beginning of their studies until graduation.

Since its founding in 2018, several steps have been taken to create a supportive infrastructure for students on their journey of starting up ventures and putting theory into practice. The overarching goal is to maintain an ecosystem that allows players from various industries to collaborate on innovative projects and startups.

The first year of operations resulted in important high profile partnerships like METRO, the fourth largest wholesaler worldwide, the University of West London, international venture capital firms like Next Floor Investments GmbH, as well as cultural institutions such as the Vienna State Opera. These efforts contributed to the increase in applications for undergraduate and MBA programs since approximately 20% of newly enrolled students stated that the Start-up Hub was one of the reasons for applying to the University.

The University's acceleration programs are always centralized around a specific industry or pain-point. Therefore, startups apply and are accepted depending on the fit for the program. The University's students have no privileged access but rather must compete like everyone else to be accepted to the program.

In 2018/2019, the Start-up Hub accelerated six international startups in its first batch, accepted five additional startups for the 2020 batch, and reached several news media outlets like the food & beverage magazine „Falstaff“.

In the upcoming years, the Start-up Hub's activities will focus on progressing a startup community and innovation culture. The first step to reaching this goal will be setting up a co-working space for entrepreneurial-minded persons on campus; a dedicated space for students, faculty, staff, and startups to come together and collaborate on projects. All future startup efforts will revolve around this co-working space. Funds will be allocated for the development of this space.

Since previous experiences have been incredibly positive and beneficial for both parties involved, forming partnerships with national and international stakeholders of the startup ecosystem will be continued.

Development Steps

- Offer a student-counseling service (*Ombudsstelle*) to meet the students' increasingly complex needs; establish short-loop cycles for student surveys and student focus groups to receive valuable student feedback, leading to continuously improved services.
- Establish clearer key performance indicators to measure the success of the department.
- Expand the opening hours to meet students enrolled in evening and weekend classes.
- Expand student-housing agreements for a wider range of options for students.
- With the support of the Sustainability Committee, expand the MU Cares charity program.
- Increase student events for more community spirit.
- Further develop the MU Shop with a wide range of products.
- Establish more international internship partnerships in a wider range of industries.
- Increase alumni events, develop an alumni donation program, implement the alumni-mentoring program to all students, and conduct annual alumni surveys.
- Evaluate the possibilities for hiring a Clinical Professor for Entrepreneurship with a focus on relaunching exclusive incubator formats like workshops, events, and mentoring for the University students.

Marketing, Student Recruitment & Admissions

In order to implement the best possible student journey, the marketing, global recruitment and admissions teams was merged in 2022 to form one single team. The intent is to streamline processes across the student lifecycle and ensure the best service level possible, while reducing inefficiencies. The implementation of integrated Customer Relationship Management System and

Campus Management System, provided by Anthology, accompanied this restructuration in order to improve efficiency and introduce more automation, which in turn allows staff to dedicate more time to students.

Marketing & Communication

In 2007, Modul University Vienna was unknown. Today, the still relatively small private university is recognized worldwide. This is the result of different aspects: a good product (excellent study programs), word of mouth of many satisfied students and graduates, excellence in research, the large number of international projects the University has been operating, the large number of professional networks our international faculty is contributing, the participation of faculty and staff in higher education conferences and networks, the growing recognition of the University's research capacities in higher education rankings, the huge network of the owner supporting the development of the University, as well as the huge effort in marketing and communication the University has invested since its commencement.

The University's goal to continue the positive development in student numbers of the last two years envisions 1,200-1,300 enrolled students in the upcoming four years. Therefore, our priority is to increase the student enrollment numbers. In addition to this goal, it is of equal importance to not only enhance the total amount of enrolled students, but also to foster the quality of the University's research and teaching capacities in order to strengthen the University's image and popularity as Austria's leading international University.

The Marketing team will seek throughout the next years to maximize the University's popularity nationally and internationally, by mainly concentrating on:

- Planning, developing, and executing effective student-marketing, recruiting, and communication activities to promote the University's study programs and its qualitative approach to education.
- Supporting the goal of receiving top quality students, regularly re-evaluating and analyzing the student's performance and the University's study program product, brand values, and the admission criteria through internal data and constant market research and benchmarking with university competitors.
- Supporting all other schools, research centers, and offices in communicating all activities to the public in order to facilitate the achievement of the main University goals as well as to complement Modul University's vision, brand strategy, and brand values.
- Ensuring that all external student-marketing and communication activities follow the University's official design standards and the University's official brand values.

- **Brand values and brand strategy**

Based on the University's vision, mission statement, and experiences collected during the first 15 years of operation, the following main, "brand values" were re-evaluated and now serve as guidelines for the long-term student marketing brand strategy:

- Austria's leading international business school, with a strong focus on international management, service-related industries, tourism, sustainability, data science, and the design of information systems
- English-instructed study programs
- Alumni, students, faculty, and staff with a strong common identity
 - More than 70% international students and over 100 nationalities represented on campus
 - Ranked in the world's top 25 of performing universities in top-cited publications (multi-rank.eu 2018 and 2020)
 - Value-based, holistic education concept
 - Sustainability as a key-principle of the University philosophy Community spirit building programs
 - Commitment to quality standards and innovation (AQ Austria, AMBA, and TedQual accreditations)
 - Multidisciplinary research and education
 - University exchange programs on most continents and 400 international career partner companies
 - Vienna #1 city for quality of life (Mercer Consulting, 2009 – 2022)
 - Start-up Hub accessible to all students
 - The university located in a prime location in Vienna
 - Intake opportunities in Spring and Fall for almost every study program
 - Flexible study organization
 - World-class faculty who has won many awards and prizes in their fields of specialization
 - Foundation program to foster the transition of new students and to increase the mobility of students with different educational backgrounds
 - A strong and continuously growing alumni network
 - Students can benefit from many attractive specializations in almost all study programs.

- **Target groups / Top-regions**

In the long run, the University's study programs will be marketed around the world. The focus for the next years will be Europe, mainly Eastern Europe, Austria, UK, and EU countries. A change from Chinese students (Hong Kong) as the second biggest student group, to a more diverse regional split is planned. As new non-European regions, the University is identifying the USA, India, Japan, and Singapore. Consequently, resources and budget planning for recruitment activities will be based on continued market observation.

- **Public relations and media co-operations**

To strengthen its position in the public, the University has commissioned a PR company to organize PR-activities, exclusively in Austria. The main purpose is to strengthen the brand with the help of research outcomes and field experts.

- **Marketing material production and distribution**

A complete redesign of the print materials was finished in 2019/20, which included the brochures, flyers, posters, and merchandise material. The program brochures (BSc, BBA, MSc, MBA flyer) will

be further optimized to address the needs of the target group. Additionally, the redesign will also be implemented for all online and internal material.

- **New Website 2023/24**

The website will be relaunched in Fall 2023 with a streamlined structure, showcasing in a clearer way the study programs and research outputs of the University. To this end, the research documentation (PURE) will also be integrated on the website, so that all research successes of the University can be displayed clearly and always be up-to-date on the website.

- **Online marketing**

As online marketing is considered the most effective tool to acquire potential students globally, the University decided to increase the investment in this area of student marketing. Below is a summary that illustrates basically all tools of modern online marketing that have been strategically identified and that highlights the most important activities planned (the only tool that is still missing is a proper investment in a modern website solution with the commonly used “responsive design technology”):

- **Search engine marketing:** Search engine marketing (SEM) will continue to be outsourced to a specialized company. It takes care to improve the performance in all search engines (i.e. Search engine optimization), to track the user behavior by certain objectives defined in Google Analytics – the goal is that the user fills out the complete online application – and to diminish the user barriers (i.e. conversion optimization). Additionally, Google ads are placed in the top student regions, to attract new potential students (i.e. Search engine advertisement).
- **Retargeting ads:** In addition to SEM, retargeting ads are used to better work with the enquiry funnel. For Facebook, the University is concentrating on more lookalike audiences, remarketing campaigns, and tighter audience demographics.
- **Social media marketing:** The University reaches out to the target group of potential applicants, as well as to its students by being present on the social media platforms and networks such as Instagram, Facebook and LinkedIn. The common objective of social media content marketing is to publish target-oriented news and answer questions regarding the study choice. Special focus shifts from Facebook to Instagram and YouTube, where the strategy is to increase video content on all channels. The University monitors new target group-related social media platforms and adapts its communication strategy if necessary. Main KPIs are:
 - **Awareness:** Social community growth, content reach, and traffic to web pages
 - **Engagement:** Percentage of community interacting with content, interactions, use of defined hashtags #newatmu, #moduluniversity, etc.
 - **Leads:** Cost per lead from social, number of quality leads from social, leads from gated content
 - **Advocacy:** Number of active advocates, percentage of brand or content driven by advocates. Advocates are staff or customers with a real connection to a brand; influencers are voices for hire. Advocacy will be the focus on all social channels tailored to their respective study level audiences. Facebook now prioritizes

'genuine' content from individuals rather than brands, meaning others will soon follow. On average, 33% of a person's friend list see their post compared to 16% of a brand's followership (Hootsuite 2019). Social media continues to be a second phase resource when researching the MU brand at the pre-application stage, which converts warm leads into hot leads via social media where possible. The University will also encourage advocacy with its own students, faculty, and staff.

Student Recruitment

Recruitment activities include all activities that seek direct and personal contact to potential applicants with the intent of converting this contact into a concrete applicant. Acquisition efforts, which correspond to specific target groups, include the following activities.

- **Price reductions for outstanding applicants**

Price reductions play a crucial role in reflecting the core values of Modul University by guaranteeing accessibility and promoting diversity in the student body. The marketing and recruitment team follows a capacity-oriented reductions policy while maximizing revenue rather than student numbers.

In order to attract outstanding applicants with a strong academic track record, a system of reductions has been developed (e.g. the "Next Generations Scholarship" for PhD applicants). The Admissions Committee, consisting of a representative of administration and faculty, evaluates and decides on granting potential reductions to applicants. When demand exceeds capacities, the university will operate a waiting list policy where students are rewarded by their profile and qualification and their willingness to comply with MU's rack rates and ability to provide all necessary documents (e.g. visa) in time.

- **Leads management and communication strategy**

All annual marketing activities in the recruitment year 2019/20 concluded in the acquisition of the highest number of potential student contacts (=leads) for all undergraduate, MSc, and MBA programs, which is an increase of 40% from 2018 to 2020. The main goal is mainly to increase leads for all graduate programs. Lead nurturing and regular follow up resulted in an increased conversion rate of student applications to actual students from 60% to 70%. Since the development plan foresees an increase in the student intake numbers and an increase in the qualification requirements, it is planned to increase the number of leads per year by at least 20% while keeping the high conversion rate.

- **Representing Modul University Vienna in international higher education networks**

In order to increase the brand awareness of the University within the higher education community, it is essential to present at certain conferences in order to create new partnerships and interact with international education providers (especially with leading private international high schools).

The active involvement of the University in certain higher education networks over the past few years has certainly helped to brand the University as a high-class international educational institution among the above-mentioned stakeholders. The University has engaged in following activities within the international education community and aims to continuously strengthen and expand its current position.

- **Attendance at recruitment and Admissions conferences**

Representatives of the leading international and accredited high schools and universities have the opportunity to meet each other at these annual conferences (e.g. IACAC, CIS, EUC) to share their knowledge, to expand their networks abroad, and most importantly, to exchange information on the various study programs offered by attending educational institutions. The University is actively involved in representing European Education or Austrian Education on session panels at these events.

- **Memberships**

- IACAC (International Association for College Admission Counseling)
- CIS (Council of International Schools)
- College Board

The University continues to be an active member of these top organizations, which entails access to more than 3,000 contacts in the higher education industry, knowledge base in the field, and support in any recruitment and admissions activities.

- **International high school visits**

Modul University Vienna will continue to focus on establishing strong partnerships with leading international (mostly International Baccalaureate – IB schools) and national private high schools and expanding the activities to regions with a strategic focus for the University. Other types of schools that are part of the target are American, British, European, or German schools around the world. Most graduates of those schools intend to continue their higher education in an international setting and have the financial background to afford studying at a private institution. Since 2011, the University has been an active and involved member of the European University Consortium (EUC), which is a network of eight highly ranked universities located in Austria, Belgium, Germany, Ireland, Italy, Spain, and Switzerland. Member universities collaborate on recruitment initiatives and speak with students and educators about study opportunities in Europe. Universities in the consortium offer programs instructed entirely in English, have high standings in international rankings, promote diversity in their student bodies, and are fully accredited. Some of the main objectives of the consortium are to promote opportunities to pursue English-taught undergraduate degrees in Europe or in countries others than the USA and England, and to share knowledge and contacts in specific target markets. Over the last two years, the consortium has organized over 20 road shows in over 50 countries and has visited over 350 schools around the world. The University has been highly involved in those activities and has greatly contributed to them.

- **National high school visits**

Since the launch of the new Bachelor of Science in International Management in 2013, the University has shifted focus from only tourism schools in Austria, to national and mostly private schools around the country. Students from those schools indeed have the financial background to afford studying at a private institution. The University focuses on high schools with business backgrounds (HBLA, HAK, HAS, Vienna Business Schools, etc.) but also attends university fairs at normal public schools (AHS, BHS). Until now, Modul University Vienna has maintained a stable percentage (around 27%) of applicants from Austria each year with most of the students coming from international schools in Austria and from the region of Vienna, as the degree of brand awareness is stronger there than in other regions.

- **Student/Higher education fairs**

Another considerable part of the recruitment activities is the higher education fairs, which Modul University Vienna attends to get access to local markets. Some of the advantages of these events are the high attendance of these fairs (students and parents) and the length of such events (4 hours – 4 days) in comparison to the road shows, which are drastically shorter. However, one of the biggest downsides is that there is a high number of universities (sometimes over 100) attending these events, making it more difficult for Modul University Vienna to stand out. The most important of these events are:

- Local education fairs where WKO has a group stand (personal participation of the recruitment team or brochure showcase)
- Fairs organized by local education agencies or organizations (eg. CIS, Integral, DEC, Ino-Agencija, SRT)
- Master & MBA fairs (Master & More, e-Fellows, Access Masters, Access MBA)
- Fairs at conferences (IACAC, CIS Global Forum, CIS Regional Institutes)
- Fairs in Austria: BeSt Fair, Gewinn Info Day

- **Student Ambassador Program**

The aim of the Student Ambassador Program is to involve current and highly motivated students in several recruitment activities such as helping and participating in higher education fairs, school visits in Austria and in their home country, open days and information evenings, and also to volunteer for marketing activities as photo and video shoots. The referral rate of Student Ambassadors within their family and friends' base proves to be very high. Student Ambassadors must go through a highly selective application process. They must have outstanding grades and a professional public appearance representing Modul University Vienna, in Austria and abroad. The Student Ambassadors are offered thorough sales and presentation skills trainings and are given the opportunity to learn more about the field, to gain some sales and marketing experience, and are rewarded for their efforts and dedication.

- **International agent cooperation**

An effective and cost sensitive tool to recruit international students in especially "hard-to-reach" markets is the establishment of agreements with local education agencies, who not only have the cultural background and local language skills, but also have the knowledge of executing the right

activities in the particular market to attract students and ultimately recruit them for Modul University Vienna. Cooperation with an agent usually starts with signing a commission-based contract. Whereas the agents' tasks are usually to consult and support the students in the application and visa process and with the move to Austria, once an agent has brought the first student to the University, he benefits from services provided by the University such as special online or offline trainings on the study programs, admissions process, and supply of marketing material. Modul University currently has about 90 agent agreements signed with international partners that have already successfully generated applications and have supported the global recruitment team in their activities. Educational agencies sometimes organize their own local fairs based upon availability, Modul University Vienna participates and benefits from the marketing campaign and recommendations for the local market by the organizing agent.

Admissions

Above all, Modul University Vienna particularly seeks competent and motivated students as its target group. The heterogeneity of the expectations and prior qualifications of the students, particularly among international applicants, make a strict selection process a necessity to maintain the University's demand for high quality.

Merit, motivation, and diversity are the main criteria for admissions into the study programs. The University follows a holistic admissions approach. Therefore, there are several aspects to be considered during the selection process. The admissions decision is based on factors including previous educational performance, English skills, motivation, communication skills, written expression etc. In addition to the documents to ensure eligibility for admission to the study program (transcripts, diplomas, language proficiency tests etc.), the University also requests letters of recommendation from academic sources (high school teachers, university professors) on all academic levels. The reason is to get an impression of the applicant's behavior in class and the academic potential. To learn more about the candidate's reasons for applying and to get a first impression of the personality of the candidate, each applicant must submit a motivation letter. A team of language instructors has developed an English proficiency test, which specifically targets and evaluates those skills relevant for university entry to the University. This test is offered as an alternative to other recognized language tests.

Regarding undergraduate admission, the Admissions Committee has developed admissions criteria for about 70 different countries. There is a variation in the quality of schools/degrees within one country but also in the educational systems between countries. Depending on the type of diploma of the respective country, the undergraduate admissions committee decides whether direct entry to undergraduate studies is possible or attendance to the foundation program is required. The Admissions Committee also implements the University's promotion strategy for particularly talented applicants. Hence, the admissions committee can support the University's objectives to maintain both highly diversified and similarly qualified students. On the graduate level, each applicant's previous university is individually investigated in terms of recognition and accreditation (e.g., using the database Anabin). The recognition of the university plays an important role on the graduate level in the admissions committee's decision.

The Admissions Committee carries out a video MS Teams interview with each single applicant who generally qualifies for admission. The purpose of the interview is to not only evaluate the listening and speaking skills and the candidate's oral expression, but also to learn more about the candidate's background, the motivation to join the specific study program, the career perspectives, the team player skills, strengths and weaknesses in an academic environment, etc. Potential open questions about the submitted documents are also clarified. Each interview is based on a standardized guideline. The second part of the interview provides the applicant with detailed information about the study program and the University, as well as student life and organizational aspects. It is important to avoid wrong expectations from the applicant's side and to make sure the applicant has all information to make a firm decision. To learn more about the students' perspectives, it is offered to applicants to be put in contact with selected current students and graduates of the respective study program.

Currently, all applicants must show the originals of relevant admissions documents (passport, high school or university diploma and respective transcripts, English proficiency test) upon study start. By verifying the copies, which have been dealt with during the application process, the University minimizes the risk of recognizing false admissions documents.

The growth of the University goes together with an increase in external communication with potential applicants and results in a more complex review and selection process. To accommodate this development, improve, and make the processes more effective, the set of features of the application software is permanently extended. Follow-up strategies are also implemented to specifically attract the excellent applicants to eventually join the University. Those applicants are defined via outstanding previous academic performance, as well as showing a very high level of language skills and motivation.

In the case of two or more similarly qualified applicants, the University will support the applicant whose background contributes more to the diversity of the University. Testing tools (e.g. standardized tests) for the selection of desirable candidates will be implemented when the number of qualified applicants exceeds the number of seats in the respective study program.

Ex-post analyses of transcripts of high and low performing students have been implemented to optimize the marketing activities and the admissions criteria. This has so far been carried out only in certain cases and will be developed further on a more systematic basis.

Development Steps

- Prioritize the online marketing budget activities for new programs and programs with weak demand. Introduce a yield management similar strategy for under-utilized study degree programs.
- Introduce gated contents, such as specialist whitepapers and webinars, to cover all social media channels with relevant content and to implement an effective advocacy program across all social media channels.
- In addition to the information evenings, introduce a two-day open-day event during which potential students and their parents cannot only inform themselves, but can also attend

lectures and meet faculty and staff members. The University could showcase its achievements to a wider audience.

- Further develop the agent quality management strategy by finding strong partners in new target markets that share the values of Modul University Vienna. Establish additional agent agreements, especially in regions such as South America, Eurasia, Africa, and other hard-to-reach markets. Rigorously reevaluate the agent strategy and guidelines. Discontinue the contracts with agents that do not deliver the quality of students expected by the University.
- Further develop the Student Ambassador Program by adding high quality, highly motivated students and involving them more in recruitment activities around the world to keep their engagement and dedication and to possibly extend to an Alumni Ambassador Program.
- Continue focusing on attending fairs for postgraduate programs and start building an agent and business network for exchanging know-how between strong recruitment partners.
- While increasing the revenue per student in all programs, the existing scholarship programs shall be further developed in order to attract highly qualified students. This should result in a more standardized merit-based scholarship selection process. Scholarship programs need to be more strongly embedded in the quality management system of the University to ensure that the success or failure of these programs becomes better measurable. The defined strategies will be communicated effectively to the public.
- Adapt not only the number of staff, but also the technical support of the admissions process overtime. With the expected increase in student numbers in the study programs and the extension of the program portfolio, the admissions process also becomes more extensive. It is of great importance to make sure that enough time is dedicated to the review process of each application and the selection process of each candidate to ensure the University's demand for high quality students.
- Develop and implement a quality driven selection process as soon as the numbers of applicants that meet all entry requirements exceed the number of available seats.
- Continue to centralize the admissions process for Nanjing students in Vienna.
- Develop instruments to allow and further extend the process of recognition of non-formal and informal competences in certain study programs (e.g. BPr, MBA).

Quality & Accreditation Management

The Chief Academic Officer is responsible for driving the strategy and the agenda for accreditation and quality management in agreement with the University Board.

Mission and Organization

Modul University Vienna's QM system is based on continual cycles of planning, implementation, reporting, and learning in every important academic and administrative work processes. The instruments to develop and enhance practice and exact details on baseline expectations are determined in collaboration with the University Board and other concerned stakeholders. This ensures that the University's QM philosophy remains durable throughout the developmental period and that the system is appropriate to the University's needs.

The QM unit will revise and redefine the University's quality management philosophy in the first phase of the next development period.

In order to improve the supply of data and the accuracy of its quality management reports, the University will invest in its internal management information system. Increasing the efficiency of internal data processing will allow the QM unit to focus on new projects determined by the University Board. The unit will remain independent, serving as a driver of institutional improvement.

The University's internal framework for quality management includes the following self-assessment tools and procedures:

- The University assesses and plans its study programs on a continuous basis. The University Board Office advises the Dean, President, and Senate on curriculum and other academic quality matters. This is done to ensure quality of curriculum by providing meta-level review and guidance such as developing university-wide criteria for syllabi evaluation, reviewing curriculum maps of degree programs, and organizing the bi-annual course review process.
- In collaboration with the Deans, the University Board Office considers proposals for new degree programs or changes existing degree programs. Additionally, the Office formulates relevant regulations and policies, draft handbooks, and submits proposals to the Senate.
- The University maintains Advisory Boards for the mid- and long-term assessment of the following competency fields of its academic schools. Representatives of each field advise the members of academic schools on different topics and ensure that industry relevant content is incorporated in research and in the courses offered under the University's study programs.
- Assuring and enhancing the quality of teaching is done on a regular basis and at minimum, twice per year as part of a larger evaluation process. The University Board Office organizes course evaluations for every course and presents a final report, as well as statistical data on courses that the University Board and the Deans use as basis for further decision-making.
- The University is concerned to further develop the strategies for student engagement as part of the University's tools for self-assessment. This includes commitment to supporting and promoting activities whereby students have the opportunity to engage in matters of quality assurance and enhancement through the involvement of quality management processes such as student panel membership for period review, student representative systems, and membership of committees and working groups.
- The University promotes the Open Office and the Inclusion and Diversity Committee to complement and enhance the educational experience of all students by offering support and advice to students regarding continuing education, improving academic performance, balancing academic and work life, addressing issues with integration at the University, and special needs.

Evaluations and Reporting

The University recently revamped its course evaluation system, thereby reducing waste by eliminating the need for paper questionnaires, reducing error rates during data collection, and generally improving the ability to collect reliable data. Moving forward, the Quality Management unit will make continual adjustments to the evaluations process each semester to ensure the system yields reliable data, appropriate response rates, and timely reports.

The University has historically collected student survey data to measure the University's performance in several different areas such as library services, orientation, career services, etc. In the next developmental period, the Quality Management unit will take on a more active role in coordinating with all administrative units tasked with collecting survey data. The purpose of this initiative will be to create a more synchronized data collection process and to continually ensure the reliability of all data collected. Additionally, the QM unit will help ensure that a platform is set up for concerned stakeholders so that outcomes and reports can be presented and discussed.

Sustainability

The QM unit should oversee a yearly cycle of planning, implementation, evaluation, and reporting that addresses the University's performance in terms of sustainability. The Sustainability Manager will primarily lead projects undertaken in this area, and a biennial report will be provided to the University Board. In addition to this report, a dashboard with quarterly updates on key performance sustainability indicators is planned for development.

Teaching and Research

Teaching and research are at the core of the University's organizational mission and have been critical to the University's success. The University has made important investments in producing meaningful, socially relevant academic programs and encouraging the publication of impactful research. Since only regular evaluation can ensure the long-term attainment of good research output, reviewing the success of research based on the rendered output of research is already carried out. The criteria used by the relevant international scientific community are applied in order to ensure the most objective evaluation. In 2018 and 2020, the University was ranked as one of the world's 25 best performing universities in top-cited publications, and MU's faculty has earned a long list of individual recognitions and accolades as well.

In the next developmental period, the University will:

- Develop QM measures to preserve and further develop the University's commitment to research-led teaching.
- Develop formal processes to facilitate synergies between the University's 17 existing research areas and any other areas that may develop in the future.
- Develop a monitoring system to track the progress, finances, and output of all research projects affiliated with the University.
- Define KPIs that will allow for a multi-faceted assessment of the University's research output.

As a self-governing academic institution, the University is responsible for ensuring that appropriate academic standards are achieved, and a good quality education is offered to its students. It is also publicly accountable for the quality and standards of its provision. The QM unit will work towards continual achievement of these goals.

Accreditation Management

Initial and periodic institutional and program accreditation with AQ Austria lays the foundation for the right of existence of a private university in Austria. To ensure the quality of the institution,

its services, and its study programs, applying for accreditation with AQ Austria is considered crucial and is an essential process for external evaluation. The guidelines for accreditation and reaccreditation established by AQ Austria are suitable measures for the organization to live up to national quality standards.

Advising Deans and the University Board on accreditation criteria, national policies, and compiling accreditation proposals constitutes one important component of the University Board Office's responsibilities. In addition to the required accreditation procedures, the Accreditation & Quality Management unit continuously investigates and prepares applications for other voluntary accreditations or rankings such as u-Multirank, AMBA, or TedQual.

Quality Management

Quality management (QM) is regarded as the key to achieving long-term improvements in the organization of the University. In order to ensure continuous quality development, the University commenced developing a quality management system for supporting its core areas of activity: research, teaching/education, transfer services, sustainable development, and related administrative services. The quality management system serves to:

- establish a quality culture in all areas of the University,
- implement the University's strategy,
- enhance transparency of targets, procedures, processes and data,
- involve all academic and administrative staff in quality development,
- continually integrate quality development in all areas of the University,
- optimize existing quality tools and use them appropriately.

The QM system at the University has served, and will continue to serve, as an important instrument in helping the University fulfill its mission as an internationally-oriented organization for research and education with a focus on sustainability, lifelong learning, and vigorous standards of scholarship. Therefore, the success of the University's quality management system will, in large part, be measured by how well it helps the University fulfill its stated goals and values.

In the last development period, the University made important gains with respect to its QM system. Since 2012, two part-time staff positions were added to support the University's QM activities, which were previously guided by the Assistant to the President: a QM & Processes Coordinator and a Sustainability Manager. Among other developments, by creating a **quality management handbook**, which now serves as the primary source document for tracking the processes and organizational units that support the University's QM system, the University also completed an important step. This continuously developing document serves as an important supplement to the University's regulations.

Based on these initial development steps, the University incorporated a dedicated Quality Management unit, reporting to the Chief Academic Officer.

In the next development period, the University will build upon its existing system by clarifying its QM mission, expanding the organizational unit tasked with QM, and undertaking additional initiatives that promote quality within the University's organizational culture.

The concept of quality management comprises all internal mechanisms and tools that serve to assure and enhance the quality of processes, as well as all educational services and offers. Promoting and assuring high quality teaching, research, as well as student and faculty services are one of the University's key objectives. The University additionally strives to continuously improve processes to reach maximum efficiency and effectiveness in internal workflow processes. Currently, the Chief Academic Officer is involved in different aspects of quality management, as these are often closely related to program and/or accreditation management. He/she mainly collaborates with the University Board on projects related to quality management, quality assurance, accreditation, and other matters of relevance. In the long run, the University plans to hire a person who focuses on positioning the University in well-known rankings.

Development Steps

- Renew TedQual certificate in June 2024.
- Support the development of a new master program to be launched in 2025.
- Expedite the University's quality management agenda by further developing the university-wide quality management and assurance system. Within the framework of the organization's definition of quality and in alignment with the overall strategy, the Chief Academic Officer will take the lead in further developing the systematic approach to quality management and assurance.
- Further investigate the possibility to participate in rankings and to obtain other voluntary program accreditations that constitute a value and benefit for the organization in order to reach wider recognition and standing.
- Introduce an annual quality management report and continue the collection of data developed for the consideration of the University Board, including but not limited to a) analysis whether annual key performance indicators were met, b) synchronizing existing surveys during the entire student life cycle and defining platforms where outcomes are presented and discussed, c) activities and measures undertaken against academic misconduct, d) commitment to constantly reassessing whether processes are efficient as well as effective.
- Further develop guidelines, establish procedures, and continuously monitor quality management, assurance, and enhancement at global campuses and in non-degree programs.
- Continuously develop the Quality Management Handbook, which provides details of baseline expectations and supports opportunities to develop and enhance practice, as well as describes the University's policies and guidance for quality and standards.
- Introduce an annual divergence analysis to track the steps outlined in the development plan and define a procedure for regularly revision.
- Develop a complaint management system to ensure a standardized system for handling complaints from various university stakeholders.
- Organize an Annual Conference for all employees focusing on various aspects of quality management.

In Modul University Vienna's organizational structure, the Academic Office is an administrative unit, the Head of the Academic Office reports to the Chief Academic Officer. The Academic Office constitutes the centerpiece of many university academic operations related to study program management, providing a platform of services that enable the University to successfully deliver its study programs. Members of the Academic Office are professionals trained in the fields of higher education law and politics, instructional design, quality assurance, science management, and business administration. The central objectives of this unit are to provide outstanding service to all its stakeholders (faculty members, students and external partners), to ensure a smooth running of all study programs, and to implement a quality management system with regards to the teaching and learning experience.

Several study program managers support students and faculty to allow a successful delivery of all study programs, certificate programs, and non-degree programs. The management of study programs covers a wide array of tasks, such as:

- Developing the semester schedule in cooperation with the Deans and faculty members
- Planning and implementing the registration process for classes
- Providing accurate information about institutional policies, procedures, resources, and programs to students and faculty members
- Sending regular newsletters and channeling communication with internal and external faculty members, including onboarding new external faculty members
- Academic onboarding of new students and channeling communication with students, including informing students of new developments or changes of rules and policies
- Organizing MBA course days and tailoring services to different student cohorts, including performance monitoring and follow-up with Foundation students, ensuring the well-being of MBA students
- Organizing meetings of the study programs and with the Deans and taking appropriate follow-up measures
- Making suggestions for amendments and/or drafting new regulations for administrative procedures in academia.
- Drafting forms, guidelines, manuals, and handbooks for student and faculty use
- Maintaining academic records of all students (Vienna and Nanjing).
- Resolving issues related to individual academic records such as credit attribution, grades, academic misconduct, appeals, special needs, leaves, and withdrawing
- Helping students resolve issues with lecturers, including receiving, handling, and redirecting complaints
- Processing grades, compiling performance analysis reports of students, and organizing Semester Conferences
- Scheduling theses defenses and assisting with administrative tasks for thesis tutorials
- Running plagiarism checks and/or training faculty and external lecturers how to use plagiarism software
- Determining students' graduation eligibility and auditing degrees

- Planning commencement activities
- Preparing information such as honor lists, certificates, and transcripts
- Issuing graduation documents and duplicates. Handling document requests and related payments. Recommending useful technological updates and implementations to create a more efficient work environment
- Helping with and organizing trainings for e-learning and other technical solutions to facilitate blended learning
- Consulting on requirements when developing new study program and amending existing study programs
- Managing the University's Language Program
- Providing Program Management Services for Continuing Education and Professional Development offers
- Coordinating travel arrangements, reimbursements and invoices for external lecturers
- Administering the Study Abroad exchanges

The Academic Office, in collaboration with the Coordinator of Mobility Programs, facilitates the student exchange program, which not only complements the curriculum, but also provides the students with new international experiences. Academic exchange is available in different locations worldwide to cultivate the international education. The partner universities have an excellent international reputation to complement the University programs and curricula. All students, particularly locals, are encouraged to partake in academic exchange for their intercultural and personal development.

Following exchange cooperations are offered at the moment:

University Name	Agreement Expiry Date	Bachelor's	Master's
Boğaziçi University	Erasmus 2027	Yes	No
Cologne Business School (CBS)	Erasmus 2022	Yes	Yes
Dublin (DIT)	Erasmus 2022		
Excelia (La Rochelle)	Erasmus 2027	Yes	No
Hong Kong Poly	Extended until December 2026	Yes	Yes
ISAG Porto	Erasmus 2022		
IULM Milan	Erasmus 2029	Yes	Yes
Lisbon	Pay to send students		
Macau	Pending		
MAYAB	Still accepting		
Nanjing	Pending		
NHTV Breda	Erasmus 2022		
SF State	2023		
Southern Denmark	Erasmus 2022	Yes	Yes
Surrey	Erasmus 2022		

Taylor's	Last agreement 2012 for 3 years but still exchanging		
Temple	Still accepting		
TSI (Universitat Ramon Llull)	Erasmus 2022		
University Barcelona	Erasmus 2028	Yes	Yes
University Central Florida	Extended until February 2028	Yes	Yes
University Svizzera italiana	New agreement tbd		
Virginia Tech	2022		
Neumann Janos Egyetem	Erasmus 2024	N/A	N/A

In Spring 2023, Modul University took part for the first time in the Fulbright program by welcoming a Fulbright Scholar, Edward Bergman.

Development Steps

- Serve an enlarged portfolio of study programs, collaborations, and specializations (e.g. NY City College collaboration; Hong Kong PolyU 2+2 program; undergraduate football format; new MSc program 2025). Integrate additional study program managers based on anticipated demand related to increasing number of students, additional study programs, the implementation of blended learning strategies, the involvement in projects, such as double-degree co-operations and teaching abroad programs as well as contributing to projects related to quality management.
- Build knowledge and competence in education technology and instructional design as keys to success for the delivery of adequate learning offers.
- Invest in talent. Facilitate staff trainings and participations in conferences in order to keep up with ever-changing requirements, such as (inter)national policies and developments in higher education, and in order to cater to the demands of a quickly growing organization.
- Build a semi-public documentation and repository of credit transfers.
- Further collaborate with Student Services on internship management.
- Expand the study exchange program, resulting in a higher outgoing student number.

Open Office

The Open Office exists since Spring term 2016 and was created as a replacement for the former Academic Mentoring Program. The purpose of the Open Office is to provide academic advice and support to students, currently via three academic mentors. The offer is open to all students; low-performing students are actively addressed by the Open Office members, but they are not obliged to take this offer. On average, about 15 students per semester make use of this opportunity.

The academic mentors guide students through their study programs. This refers to providing advice on planning of semesters (in cooperation with the Academic Office) and handling special needs (in cooperation with the Special Needs Committee). Typical tasks also include, discussing difficult study situations (e.g., issues with lecturers, thesis supervisors, integration in the

University, choice of study programs, etc.), providing information or supporting them in getting the desired information (e.g., advice on continuing higher education after the program at MU, balancing academic and personal life, etc.), and identifying whom to address in order to deal with certain questions. In principle, unless there is a student's agreement that the academic mentor may talk about the case to other individuals (e.g., Deans), the Open Office talks are fully confidential.

The members of the Open Office are internal faculty members appointed in the Deans' meeting.

Development Steps

- Maintain the Open Office and constantly refine strategies to promote this option to students.
- Create an external contact list of professional support staff (psychologists, psychotherapists, etc.) with foreign language skills.

Library and Research Documentation

In MU's organizational structure, the Library is an administrative unit reporting to the Chief Academic Officer and closely collaborating with the Vice President for Research documentation related tasks. The Library and Research Documentation Center will mainly be further developed in three different areas: Service quality and infrastructure, collection development, and research documentation.

Service quality and infrastructure

In the future, the main objective will be to keep up and wherever possible, raise existing standards of service, as well as to improve the on-site infrastructure in accordance with the development of student numbers and new study programs. Increasing student numbers have already been very noticeable in the library. It is especially the library's infrastructure that moves to the center of attention as a significant further increase is part of MU's projection for the coming period.

The library fulfills two functions for students: It is a place of work, research, studying, and writing but also a quiet space of recreation and relaxation before, after, or in-between classes. Recognizing the equal importance of both these aspects for students on campus, it is the library's goal to create partly separate zones and spaces, thus respecting the different needs of students spending time in the library's rooms (silence vs. necessary communication, e.g., in group assignments). This process shall also create space for three to five additional workstations (computers). Two part-time librarians are now working a combined 50 hours/week. The projected growth of MU and the increasing workload will likely make the increase to a combined 60-80 librarians' hours/week during the 2020-2030 period a necessity.

A new library software was implemented in 2021. It is cloud-based and keeps the library at MU in contact with other academic libraries in Austria. By this, the library hopes to offer a wider and even user-friendlier range of services to its customers.

Collection development

Part of the library's collection needs urgent replacement. Textbooks and reference books e.g. on marketing, tourism, or topics from the field of new media that have been purchased for the collection during the early years of MU and represent the standard of knowledge and research of 2005-2010 are of little or no use to students in the 2020s. In order to maintain the standards of the library, a sizeable number of books will be replaced in the current accreditation period.

At the same time, the main goal is the improvement and extension of the collection to make a wider range of resources available— analog, as well as electronic – to students and faculty. The potential establishment of new study programs and forms stresses the importance of a general enlargement of the collection. The licensing of additional various scientific databases relevant to MU's programs is another focus. An international student body and faculty expect not only a collection of books that covers the basic needs of the ongoing courses and research programs, they also expect up-to-date electronic publications, mostly electronic journals, accessible to them via MU licensing on and off campus. The systematic licensing of additional databases from renowned publishing companies will enable faculty to participate in open access publishing models that otherwise are only accessible via direct payment, if at all. With all the positive aspects this entails, a larger number of open access publications produced at MU means a direct and significant increase of the visibility of MU faculty's research in the global scientific community. Including eBooks and making them accessible to students and staff members are additional steps in expanding the current collection. The range in numbers will depend on technical preliminaries and budget.

Research documentation

The research documentation system lies at the center of MU's research and publication activities. It documents and records these activities for in-house purposes and reporting, and it makes them visible to the outside via its connection with MU's website. The responsibility for MU's research documentation system lies with the library. In addition to the management of the collection and to student service, the librarians' work with it has become a third major focus and is in part a collaboration between librarians and faculty. Highlighting this aspect of cooperation and communication between library and faculty is a goal for the upcoming years. The 2020-2027 period will bring an intensification in quantity, as well as quality and depth of MU's and especially the library's occupation with research documentation, whether with the current or any possible future documentation system. The library will continue to promote and share research on MU's website, including excellent student thesis (graded above 90%).

The library would like to establish, in addition to the current research documentation, an institutional repository with abstracts and links to the original research articles in order to collect and make the research output of MU researchers accessible.

Development Steps

- New cloud-based library software (ALMA by Ex Libris) is becoming state-of-the-art for most academic libraries in Austria and will be implemented at the Modul University Library in 2021.

- Create new sub-collections for future Schools, as well as expand the existing classification system.
- Systematically add to the library's e-media subscriptions based on evaluation of changing needs of students and faculty.
- Develop an institutional repository.
- Develop an Open Access Strategy in cooperation with the faculty.
- Extend the functions of the current research documentation system, including a smooth integration with the University homepage and Intranet.
- Integrate selected eBooks into the current Library and Research Documentation collection.

Finance, accounting and controlling

To be prepared for all future challenges to come, the Accounting Office will be enriched and continuously developed. Since the focus in the past was mainly on accounting, the bookkeeping, as well as the reporting landscape and related processes are running smoothly and represent state of the art excellence. One area of potential improvement is controlling. The planned improvements will enable the University to better manage its internal and external projects and ensure that it reaches its growth and development targets. The following key areas have been defined:

- Full-cost transparency and control through gradual contribution margin accounting
- Scenario based planning and cash flow forecasting
- Research project cost controlling, follow-up and steering

Development steps

- Define relevant revenue streams (current and for future development).
- Set up and control cost productive management areas to ensure proactive steering.
- Maximize cost transparency, data analysis and reporting efficiency, and top management information insight by: (i) setting up a new multi-level cost center structure and split all costs accordingly and (ii) defining a new multi-level profit and loss account structure view and post accordingly.
- Design the new gradual contribution margin accounting reporting.
- Build a new integrated scenario-based planning tool based on the new gradual contribution margin accounting.
- Design and set up a standard cash flow scheme for monthly reporting, analysis, planning, and forecasting.
- Further develop the project cost calculation sheet that includes all relevant project information.
- Improve the project costing process for complete transparency, including specifically defined regular cost control status follow-ups.

HR Management

HR management was further developed in terms of employee data management and administration. Reporting related to HR was also streamlined in order to abide by all legal reporting requirements. Further developments will include looking at the global HR strategy with an audit conducted by an external consultant (which was done in 2021 by the HR consultant, Dr. Sybille Reichert). The global HR strategy needs to be in line with the needs of a growing student population and the evolution of the labor force. To this end, more regular teambuilding measures were introduced, as well as regular feedback reviews for administrative staff.

Development steps

- Provide pathways for personal and professional development of all employees.
- Modernize the HR systems to improve employee data management
- Revise and implement a new HR strategy covering training, salary structure, staffing for both faculty and staff.

Information Systems Services

The University's Information Systems Services (ISS) office will continue its development in three different areas: Technical infrastructure for offices and lecture rooms, security and server resources, and internal communication system development.

After successful introduction of desktop virtualization for faculty and staff members as well as for classroom computers, the University will continue to upgrade its current hard- and software infrastructure in order to meet the increasing demand for flexibility and performance while maintaining the highest level of stability and security by way of providing local independent infrastructure and resources on and off campus for employees and students alike.

The equipment of lecture rooms will be continuously upgraded to increase usability of personalized devices and learning technologies needed for state-of-the art synchronized and asynchronized teaching. These improvements include:

- High resolution display devices
- Ceiling microphones in all classrooms
- Streaming and video-recording system in selected classrooms

In order to improve usability and performance in terms of student and campus management, current applications are continuously evaluated, new applications tested and introduced, and interfaces between various systems pertaining to the full student lifecycle are improved.

In 2021, a new Customer Service Support position was created to act as an interface between the ISS team and the other stakeholders and provide guidance and support to all end-users. The goal is to have 12h/day 5 days/week on campus service support for the teaching staff.

Development steps

- Implement the customer relationship system and campus management system Anthology to manage all student data alongside the student journey in one single system to facilitate tracking, reporting and better student support
- Relaunch of new website in September 2023
- Further develop the university intranet and the download area for important internal documents.
- Enhance usability of information and management systems for both students and employees.
- Improve stability and performance through upgrades of infrastructure on and off campus.
- Enhance seamless integration of multiple applications and systems through data hubs.
- Introduce a diploma and transcript checking system.

Institutional Review Board

The Institutional Review Board (IRB) at Modul University Vienna is an independent ethics committee for research involving human subjects. Its purpose is to protect and ensure the rights of human subjects in the case of participation in research conducted at the University and its affiliated organizations (e.g., Modul Technology, Modul Research). The Board takes care that research involving human subjects is designed and conducted in an ethical way. Researchers can actively approach the Board if they need support and advice concerning ethical problems in their research and teaching projects. The Institutional Review Board facilitates the addressed objectives by reviewing, approving, modifying, or disapproving survey questionnaires and interview guidelines submitted by researchers, lecturers, and students. This must be based on all relevant Austrian laws and regulations¹⁵ dealing with ethical aspects, as well as the Belmont Report¹⁶ for international purposes.

The chair of the IRB also acts as the official contact person for data security related questions and requests at the University. The University strictly adheres to all legal provisions regulating the collection and processing of personal data the EU-wide General Data Protection Regulation (GDPR), as well as the most up-to-date Austrian data protection regulations. Furthermore, the University employs technical and organizational security measures to protect all data from manipulation, damage, and destruction, as well as unauthorized third-party access.

All human subjects' research, where data of an individual is collected, must receive approval from the IRB. The respective questionnaire and/or interview guideline must be submitted to the IRB for approval. Research that needs approval:

- Internal university projects at undergraduate, graduate, and PhD level

¹⁵ <https://www.ris.bka.gv.at/>

¹⁶ <http://www.hhs.gov/ohrp/regulations-and-policy/belmont-report/>

- Third-party funded projects at Modul University Vienna

Research that does not need approval from the IRB:

- Projects at other universities
- Projects where specific ethical committees, outside the University, are responsible

Development Steps

- Ensure that all university processes are always compliant with the data security act, revise existing university guidelines and develop new guidelines.
- Develop procedures for avoiding and dealing with unethical behavior of faculty and third-party funded researchers.

Inclusion and Diversity Committee

Modul University Vienna is an institution committed to diversity, respect of religious freedom, cultural differences, and special needs. The University is especially committed to gender equality and the advancement of women. Female employees are well represented in management positions: the Vice-President of the University is a woman, several Deans, as well as Schools and Offices Heads are also women. Moreover, the University considers the specific needs of working mothers by facilitating home office and part-time.

The Inclusion and Diversity Committee (IDC) was established in 2015 in order to deepen Modul University Vienna's commitment to diversity management, which includes all issues related to gender equality, special needs, religious freedom, etc. It aims to foster a working culture that is characterized by mutual respect and an appreciation for diversity. Hence, the IDC raises awareness, facilitates dialogue, and advocates for change. It acts as an advisory group with a close relationship to the Works Council and reports to the University Senate. An educational, remedial approach to implementing diversity management at MU is implemented to allow the University's community to live and learn together in a safe and respectful space. As such, all members of the MU community are welcome to approach the IDC for professional and confidential (unless otherwise agreed upon) advice, suggestions, mediation between students, and faculty.

The IDC is also in charge of the Affirmative Action Plan, a concrete step towards a better diversity management and enhanced advancement of women. The IDC also handles the procedure for students with special needs.

Development Steps

- Review and adapt the Affirmative Action Plan to further promote diversity at Modul University Vienna.
- Revise its structure to include student representation and make the committee more representative.

Scholarship Strategy for Enrolled Students

Modul University Vienna has developed clear guidelines on the allocation of the available scholarship funds with an aim of supporting current students by rewarding excellence.¹⁷ Available funds originate with: (a) the Austrian Federal Scholarship fund (b) other externally sponsored funds and (c) internal funds. All these are delivered in accordance with the restrictions stipulated by financial aid providers and our internal guidelines for due diligence.

A **Scholarship Committee** managing scholarships for enrolled students shall be appointed by the Senate to oversee scholarship calls, applications, evaluations of applications, and awards. The Committee includes at least three members, one of which is a senior member of the academic staff and one is a student representative.

Strategically, the allocation of scholarships:

- meets the University's principles of fairness and ethics,
- promotes and recognizes student achievement and excellence,
- supports the University's strategic goals,
- enhances the University's profile among students and the local community,
- enhances the visibility of the University's study programs.

Scholarship Categories for enrolled students:

- A. Scholarships for outstanding academic achievements during the study period, (i.e. Merit Scholarships),
- B. Promotion of the Sustainability Agenda (i.e. Scholarship of Hope),
- C. Externally Sponsored scholarships for certain groups of current students. These must be in line with the University's overall vision and strategic objectives.

The University's vision is to further develop the scholarship provision beyond merit and sustainability (categories A and B) in areas of student need (category C). The Scholarship allocation will maintain high standards of accountability and probity, while making scholarships more widely available. This will target the three key goals of the policy: reward excellence, support need, and enhance the University's visibility.

Supporting outstanding achievement is a first order priority for the University. At the same time, we take every care to consider the interest of scholarship sponsors. The University has developed a scholarship program that responds to the needs of its students and its strategic goals as all internationally leading universities.

¹⁷ Scholarships for outstanding new enrollments are available by the University, communicated by marketing, and decided by the respective Admissions Committee (see p. 48 and 57).

Development steps

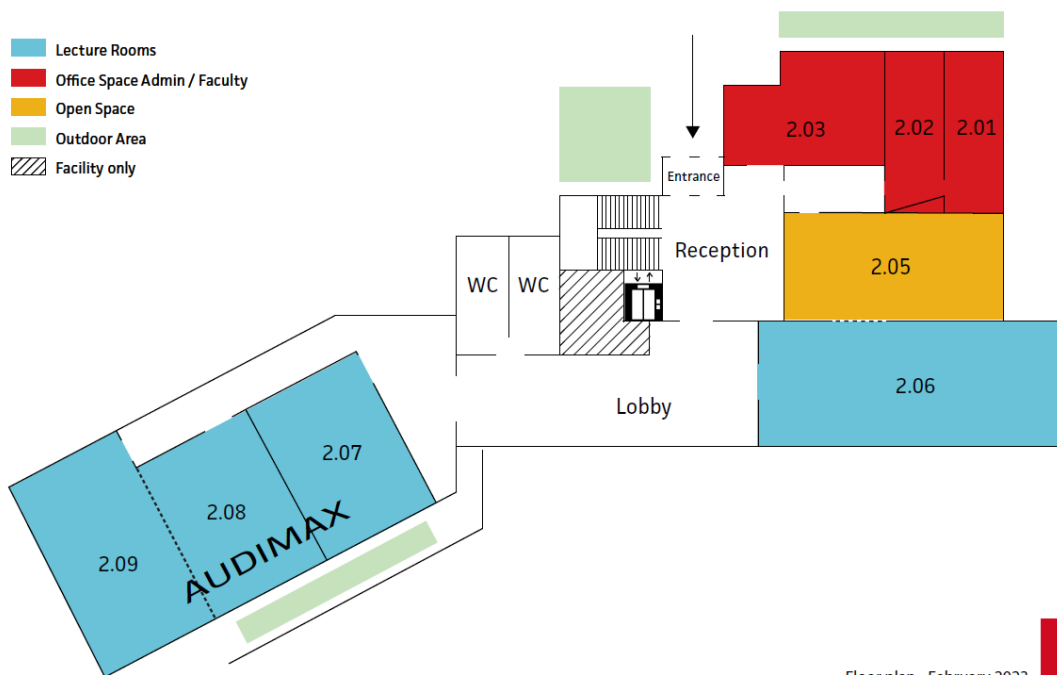
- Develop a fundraising scheme and a program to financially support students with scholarships who are in need through no fault of their own.
- Develop a fundraising scheme and a program to provide (co-)financing for conference participation of PhD students.

General Infrastructure and Room Allocation Plan

General overview of the infrastructure

A general floor plan is provided below of the current facility.

Ground Floor 0



Floor plan - February 2023



Legend:

- Lecture Rooms
- Office Space Admin / Faculty
- Open Space
- Outdoor Area
- Facility only

Room Numbers:

- 1.01, 1.02, 1.03, 1.04, 1.05, 1.06, 1.07
- 1.08, 1.09, 1.10

Other Labels:

- OH
- Study Area
- Cafeteria
- Terrace
- WC
- Emergency Exit only

Legend:

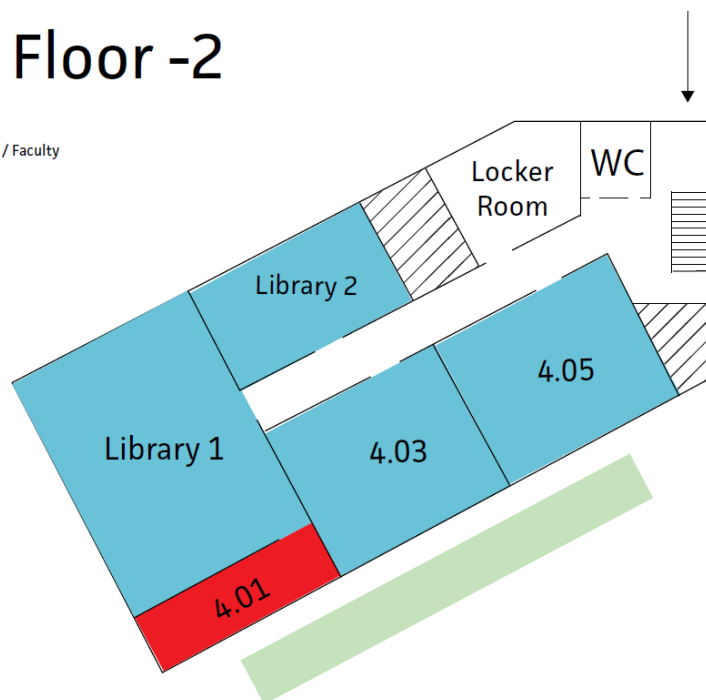
- Lecture Rooms
- Office Space Admin / Faculty
- Open Space
- Outdoor Area
- Facility only

Room Numbers and Layout:

- 3.01, 3.02, 3.03, 3.04, 3.05, 3.06, 3.07, 3.08, 3.09, 3.10, 3.11, 3.12, 3.13, 3.14
- WC
- Storage
- Rec Room
- Garden

Lower Floor -2

- Lecture Rooms
- Office Space Admin / Faculty
- Open Space
- Outdoor Area
- Facility only



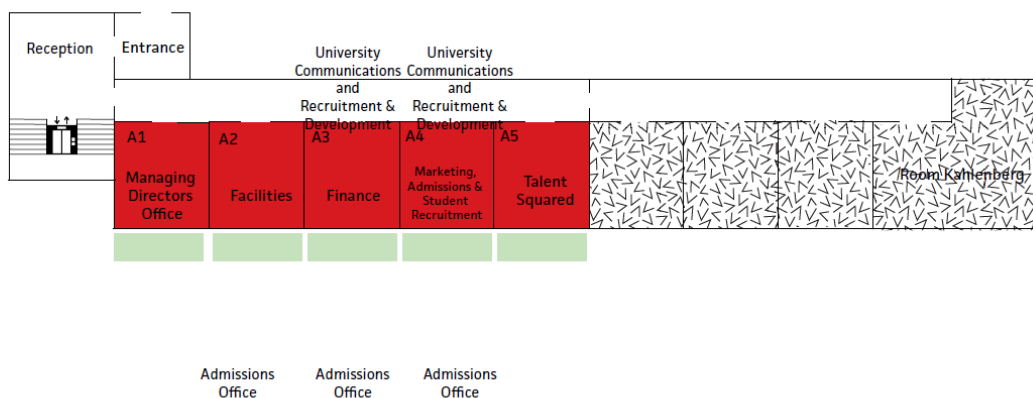
Floor plan - February 2023



Hotel Kahlenberg Erdgeschoss Ground Floor

- Office Space Admin
- Hotel Property

Note: Ground Floor offices are located to the left of the main staircase



Floor plan - February 2023



Lecture Rooms

Modul University Vienna currently has 10 lecture rooms within the premises of the University with a maximal size of 1,192 m². If needed, additional seminar rooms (*Room Kahlenberg and Ellipse*) could be rented.

Table 3: Lecture rooms 2023

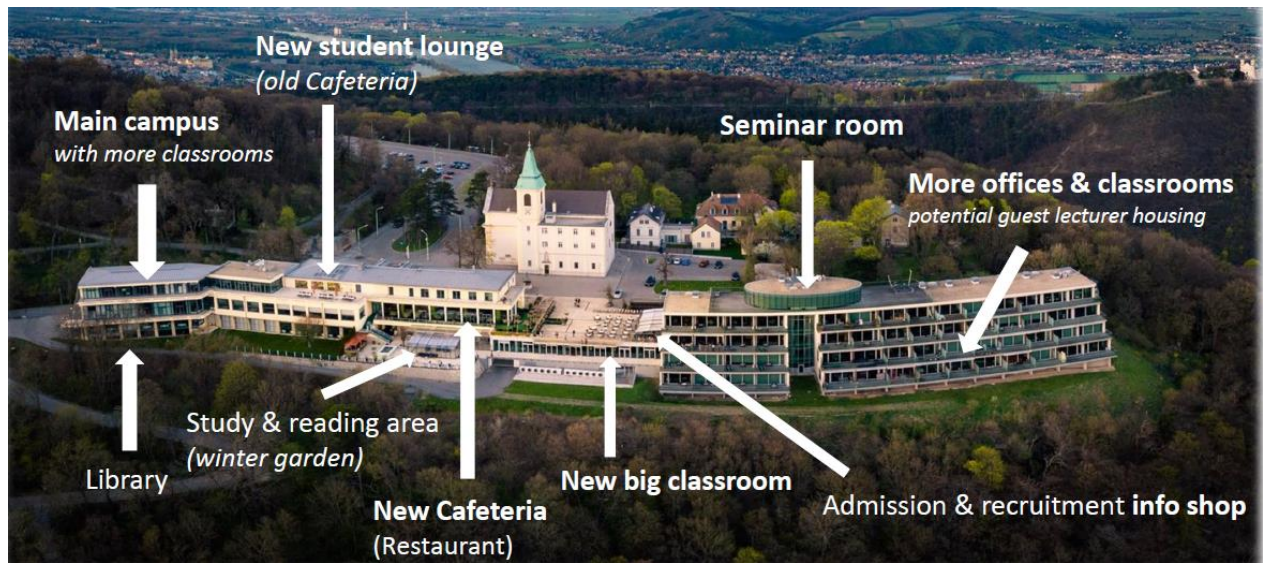
Room capacity at Modul University Vienna 2023		
Main building	m ²	Room capacity
1.10 & 1.09	149	102
1.08	75	48
2.09	110	60
2.08	85	48
2.07	85	48
2.06	170	102
3.06	60	40
3.13	52	32
4.03	49	28
4.05	49	28
Library	94	not used for teaching
Total	978	536

Based on the anticipated growing student numbers, the increasing courses, and the teaching units planned from 2022/2023 to 2026/2027, additional room space for the facility will be needed. The graph below, illustrates a potential needed space resource for 1200+ students.

With this scenario, additional rooms such as Room Kahlenberg, Ellipse and the Ballroom would be needed for teaching purposes due to the increase of students.

To ensure an efficient use of open areas and student space, the restaurant will be taken over from Modul University Vienna and will be the new Cafeteria also open for public. This concept would also include running the Coffee shop by having students' involvement for the operating process for practical purposes.

This growth will lead to a general take over of the entire Facility on Kahlenberg and will provide us with more practical teaching opportunities in many fields. (*International Management, Hospitality Management, Tourism Management, Hotel Operations, Event Management etc.*). The current Cafeteria will then serve as the new student lounge for the students. With this approach, Modul University can host over 1200+ students and more.



Room capacity at Modul University Vienna 2027

with 1200 students +

Teaching rooms

Main building	m ²	Room capacity
1.10 & 1.09	149	102
1.08	75	48
2.09	110	60
2.08	85	48
2.07	85	48
2.06	170	102
2.05 (student lounge)	100	60
3.06	60	40
3.13	52	32
4.03	49	28
4.05	49	28
Library	94	
Ballroom	470	130
Ellipse 1	100	50
Ellipse 2	90	40
Room Kahlenberg	100	50
Total	1838	866

Offices

The total number of employees will increase from 90 (2023) to approx. 100+ (2026/27). The table below, illustrates the current office space at Modul University Vienna.

It is planned that the minimum size of an academic School consists of three faculty members. The University Board will optimize the allocation of offices, so that members of one department or School are located within its closest proximity.

The University plans to provide office desks/ rooms for flexible and modern co-working spaces. In addition, the number of employees in all offices is likely to increase to the individual suitable maximum amount over the development period. Office space can be increased anytime accordingly to the needed space requirements. The allocation plans for the entire office and campus space is displayed below in **Error! Reference source not found..**

Figure 27: Total office space of Modul University Vienna 2023

MU office space		
Main building	m²	Type
B 101	49	Meeting Room
B 102	44	Office
B 103	50	Office
B 104	24	Office
B 105	29	Office
B 106	30	Office
B 107	24	Office
B 111	12	Office
B 201	36	Office
B 202	32	Office
B 203	53	Office
B 204	12	Office
B 301	25	Office
B 302	19	Office
B 303	19	Office
B 304	19	Office
B 305	19	Meeting Room
B307	19	Office
B308	20	Office
B309	24	Office
B310	25	Office
B311	25	Office
B312	25	Office
B 318	14	Office

Social room	10	Meeting room
B 401	10	Office
Hotel office building room A1	52	Office
Hotel office building room A2	52	Office
Hotel office building room A3	52	Office
Hotel office building room A4	52	Office
Hotel office building room A5	52	Office
Total	928	