

ANNUAL REPORT

Academic Year 2013-2014

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1. The University's Development

In the reporting period, the academic year 2013/2014, the main focus of MODUL University's development was twofold: The first cohort of the study programs accredited last year arrived on the one hand and on the other hand, the reaccreditation of MODUL University was due in the course of this year.

2. Students and Faculty

2.1. Study Programs

MODUL University Vienna offered seven study programs in the academic year 2013/2014 – a BBA in Tourism and Hospitality Management, a BBA in Tourism, Hotel Management and Operations, a BSc in International Management, a MBA with the possibility to specialize on three majors, a MSc in International Tourism Management, a MSc in Sustainable Development, Management and Policy, and a PhD in Business and Socioeconomic Sciences. The basic information on these programs can be found in the following table.

Name	Degree	ECTS	Min. duration	Tuition fee
Bachelor of Business Administration in Tourism and Hospitality Management	BBA	180	3 years	€ 31,000
Bachelor of Business Administration in Tourism, Hotel Mgt. and Operations	BBA	240	4 years	€ 43,000
Bachelor of Science in International Management	BSc	180	3 years	€ 31,000
Master of Business Administration (MBA) Possible Majors in: -Tourism and Hotel Development -New Media and Information Mgt. -Public Governance and Sustainable Development	MBA	90	1,5 years	€ 25,000
Master of Science in International Tourism Management	MSc	120	2 years	€ 24,000
Master of Science in Sustainable Development, Management and Policy	MSc	120	2 years	€ 24,000
Doctor of Philosophy in Business and Socioeconomic Sciences	PhD	240	4 years	€ 45,000

Figures of the Study Programs

	BBA THM	BBA THO	BSc IM	MSc ITM	MSc SDMP	MBA	PhD	Total	Total last year
Students*	362	27	43	26	28	68	6	560	332
Female students' rate	68%	70%	33%	58%	50%	41%	50%	62%	51%
New Students 2013/2014	70	26	37	11	10	21	6	181	126
Students per faculty	12,9	0,9	1,5	0,9	1	2,4	0,2	20	15,1
International students' rate	69%	48%	63%	85%	75%	87%	83%	71%	73%
Outgoing rate	3,7%			0	0	0	0	2,8%	2,7%
Graduates	50	0	0	3	7	3	0	63	69
Female graduates' rate	74%	n/a	n/a	100%	57%	50%	n/a	73%	61%
Average duration of studies (graduates)	3,2 y	n/a	n/a	2,1 y	2,3 y	3,0 y	n/a	2,8 y	2,5 y
Withdrawal Rate	0,3%	0,0%	0,0%	0,0%	3,6%	0,0%	0,0%	0,5%	2,2%
Percentage of students expelled	5,5%	0,0%	4,7%	3,9%	7,1%	3,1%	0,0%	4,6%	1,4%

*Cut-off date: August 30 2014

Figures are rounded.

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

Student Exchanges

Fall 2013	INCOMING	OUTGOING
Hong Kong Polytechnic University, China	1	2
NHTV Breda University of Applied Sciences, Netherlands	1	0
San Francisco State University, USA	2	2
Universidad Anáhuac Mayab, Mexico	1	1
Université d'Angers, France	2	0
University of Central Florida, USA	0	3
University of Surrey, UK	3	3
Total	10	11

Spring 2014	INCOMING	OUTGOING
Bogacizi University, Turkey	1	0
Dublin Institute of Technology, Ireland	1	0
Hong Kong Polytechnic University, China	1	1
San Francisco State University, USA	0	2
Université d'Angers, France	1	0
University of Central Florida, USA	5	0
Total	9	5

Allocation of Scholarships

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

2013/2014	Amount	Number	Total
MODUL Alumni Grant	€ 4,000.00	9	€ 36,000.00
MODUL Pre-Education Grant	€ 2,500.00	7	€ 17,500.00
Early Bird Reduction	€ 1,000.00	55	€ 55,000.00
MU Marketing Reduction	€ 3,000.00	3	€ 9,000.00
MODUL MSc Scholarship	€ 18,000.00	1	€ 18,000.00
Erste Bank Scholarship	€ 28,000.00	5	€ 140,000.00
Graduate Assistantship	€ 15,000.00	2	€ 30,000.00
Young Hotelier Award	€ 25,000.00	1	€ 25,000.00
European Travel Commission Scholarship	€ 25,000.00	1	€ 25,000.00
Impact Hub Vienna Scholarship	€ 25,000.00	1	€ 25,000.00
MU MBA Merit Fellowship	€ 24,000.00	8	€ 192,000.00
Total		69	€ 572,500.00

2.2. Academic Staff

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

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

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

² including time for applied (industry) research.

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

⁴ Responsibilities defined in the labor contract.

⁵ Responsibilities defined in the study contract.

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

	TSM	PGS	NMT	ASE	IM	Total
Full Profs.:	4	1	1	0	0	6
Assoc. Profs.:	1	1	0	1	1	4
Ass. Profs.:	4	2	2	1	0	9
Researchers/Lecturers:	6	1	2	0	0	9
Researchers	0	0	12	0	0	12
Total	15	5	17	2	1	40

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

No.	Surname	Name	Acad. Degree	Function	Department	Actual Teaching Load 2013/2014**	Work Time
1	Christopoulos	Dimitris	PhD	Assistant Prof.	PGS	14,8 h	40
2	Gunter	Ulrich	Dr.	Assistant Prof.	TSM	11,0 h	40
3	Nixon	Lyndon	PhD	Assistant Prof.	NMT	3,5 h	40
4	Önder	Irem	PhD	Assistant Prof.	TSM	8,5 h	40
5	Sabou*	Marta	Dr.	Assistant Prof.	NMT	7,5 h	30
6	Sedlacek	Sabine	Dr.	Assistant Prof.	PGS	14,0 h	40
7	Weismayer	Christian	Dr.	Assistant Prof.	ASE	12,0 h	35
8	Aubke	Florian	Dr.	Assistant Prof., Senior Lecturer	TSM	24,5 h	40
9	Loisch	Ursula	Dr.	Assistant Prof., Senior Lecturer	TSM	17,0 h	40
10	Ceddia	Graziano	PhD	Associate Prof.	PGS	6,0 h	40
11	Dickinger	Astrid	Dr. habil.	Associate Prof.	TSM	7,5 h	40
12	Ponocny	Ivo	Dr. habil.	Associate Prof., Department Head	ASE	9,5 h	40
13	Rammerstorfer	Margarethe	Dr.	Associate Prof., Department Head	IM	8,0 h	40
14	Mazanec	Josef	Dr. habil.	Full Professor	TSM	8,0 h	20
15	Wöber	Karl	Dr. habil.	Full Professor	TSM	8,5 h	40

No.	Surname	Name	Acad. Degree	Function	Department	Actual Teaching Load 2013/2014**	Work Time
16	Zins	Andreas	Dr. habil.	Full Professor	TSM	4,0 h	20
17	Lund-Durlacher	Dagmar	Dr.	Full Professor, Dean, Department Head	TSM	2,0 h	40
18	Scharl	Arno	DDr.	Full Professor, Department Head	NMT	2,0 h	40
19	Goldstein	Harvey	PhD	Full Professor, Vice President, Dean, Department Head	PGS	8,0 h	40
20	Brasoveanu	Adrian	MSc	Researcher	NMT	-	30
21	Fischer*	Fabian	MSc	Researcher	NMT	-	20
22	Fischl	Daniel	BSc	Researcher	NMT	-	25
23	Jones*	Alistair	PhD	Researcher	NMT	-	40
24	Kamolov*	Ruslan	MSc	Researcher	NMT	-	40
25	Konrad*	Philipp	BSc	Researcher	NMT	-	20
26	Kropshofer*	Daniel	BSc	Researcher	NMT	-	20
27	Lang	Heinz-Peter	MSc	Researcher	NMT	-	20
28	Rafelsberger	Walter	Dipl. Ing. (FH)	Researcher	NMT	-	40
29	Reyes	Carmina	BSc	Researcher	NMT	-	20
30	Schäfer	Tobi	Dipl. Red. (FH)	Researcher	NMT	-	20
31	Vakulenko*	Svitlana	MSc	Researcher	NMT	-	40
32	Gindl	Stefan	Dipl. Ing.	Researcher/Lecturer	NMT	10,5 h	40

No.	Surname	Name	Acad. Degree	Function	Department	Actual Teaching Load 2013/2014**	Work Time
33	Hibbert	Simon	MBA	Researcher/Lecturer	TSM	30,0 h	20
34	Hubmann-Haidvogel	Alexander	Dipl. Ing.	Researcher/Lecturer	NMT	6,5 h	20
35	Lalicic	Lidija	MSc	Researcher/Lecturer	TSM	4,5 h	40
36	Leonard	David	MSc	Researcher/Lecturer	PGS	4,0 h	40
37	Leung	Daniel	M. Phil.	Researcher/Lecturer	TSM	2,5 h	40
38	Megelin*	Camille	MSc	Researcher/Lecturer	TSM	2,0 h	40
39	Tiller	Tina	MTM	Researcher/Lecturer	TSM	6,0 h	40
40	Zekan	Bozana	M.S.	Researcher/Lecturer	TSM	7,0 h	40
Total:						249,3 h	

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

** incl. supervision of theses.

External Lecturers: Contracted Hours, Qualifications

In 2013/2014, the following external lecturers taught at MODUL University Vienna:

No.	Name	Surname	Title/Function	Program	Teaching h
1	Christopher	Anderson	BA, BA	MBA	16
2	Ulrike	Bechthold	Dr.	MSc SDMP	2
3	Walter	Brugger	Dr.	UG	5
4	Michael	Corteletti	MA	UG	4
5	Laura	De Guiseppe	Mag.	UG	5
6	Frederic	Dimanche	PhD	UG	2
7	Rudolf	Dömötör	Dr.	UG	3
8	Cind	Du Bois	Prof.	MBA	2.3
9	Christine	Egger	Dipl. Päd.	UG	8
10	Martin	Eppler	Prof.	MBA	1.5
11	Kenneth	Ferris	Prof.	MBA	3
12	Daniel	Fesenmaier	Prof.	MBA	3
13	Katrin	Forgo	PhD	MBA	1.5
14	John	Fossum	Prof.	MBA	3
15	Paul Martin	Frentz	Dr.	MBA	5
16	Peter	Fürnkranz	Mag.	MSc ITM	1
17	Gottfried	Gansterer	Dipl. Päd.	UG	8
18	Jürgen	Gnoth	Dr.	MBA	3
19	Christoph	Haimberger	Dr.	MBA	2.75
20	Barbara	Hammerschmid-Kovar	Dipl. BW MBA	UG	8
21	Brian	Hutchinson	LLM	MBA	3
22	Eva Aileen	Jungwirth	MA	UG	2
23	Gabriel	Kacerovsky	Mag.	UG	6
24	Karl	Knezourek	Dr.	MBA	3.5
25	Mithat	Külür	M. Phil.	UG	2
26	Andreas	Latzenhofer	Dipl. Päd.	UG	7
27	Susanne	Latzenhofer	Dipl. Päd.	UG	6
28	Maria	Lord	MA	UG	9
29	Martina	Maly-Gärtner	Mag.	MBA	3
30	Xavier	Matteucci	Dr.	UG	8
31	Ady	Milman	Prof.	UG	2
32	Manfred	Moormann	Dipl. Ing.	MBA	1.5
33	Mike	Peters	Prof.	UG	3
34	Wolfgang	Pfarl	Dkfm.	MBA	0.75
35	Christian	Rammel	MSc.	MSc CC	2
36	Harald	Schneider	Mag.	UG	2

No.	Name	Surname	Title/Function	Program	Teaching h
37	Bernd	Schuh	Mag.	MSc SDMP	1
38	David	Sluss	PhD	MBA	5
39	Petra	Stolba	Dr.	UG	6
40	Hendrik	von Arnold	Director, Stockholm Convention Bureau	UG	2
41	Andreas	Wittmer	Dr.	UG	2
42	Georg	Zihr	Dr.	UG	8
43	Helmut	Zolles	Dr.	MBA	1.5

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

	Undergraduate Programs	MBA Program	MSc Programs	MU Total	Total Last Year
h total	289 h	51 h	82 h	422 h	256 h
h internal	168 h	20 h	56 h	244 h	147 h
h external	121 h	31 h	26 h	178 h	110 h
Internal ratio	58,1%	38,7%	68,3%	57,8%	57,2%

The difference between the Undergraduate programs' and MSc programs' high ratio and the ratio of the MBA programs lies in the nature of these programs, which rely heavily on the incorporation of teachers with a business and professional background.

Documentation of the Selection Procedures

During the report period, no search procedure for Full or Associate Professors was completed. However, in the University Assembly's session on June 27 2014, two Appointment Committees have been elected. The details of the two committees:

Appointment Committee for a Full Professorship in International Management:

Professors:	Josef Mazanec, Margarethe Rammerstorfer
Other faculty:	Lyndon Nixon, Sabine Sedlacek
External faculty:	Will be elected by the committee
Student representatives:	Will be nominated by the students.

Appointment Committee for a Full Professorship in Tourism and Service Management:

Professors:	Dagmar Lund-Durlacher, Ivo Ponocny
Other faculty:	Dimitris Christopoulos, Ulrich Gunter
External faculty:	Daniel Fesenmaier, Martin Lohmann
Student representatives:	Will be nominated by the students.

Measures to Promote Young Researchers and Human Resource Development

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

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

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

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

3. Finances and Resources

In order to improve transparency, and in view towards quality management in the administration, the annual accounts have been checked by the company Fiducia Wirtschaftsprüfungs- und Steuerberatungs GmbH.

The detailed figures can be found in the Annex II, as well as the budget plan for the next 6 years; at it has been drafted for the university's development plan.

4. Research

4.1. MODUL University's Research Profile

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

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

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

1. Travel Flow, Trend and Competitiveness Analyses

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

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

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

2. Development and Evaluation of Information Systems

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

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

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

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

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

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

4. Empirical Travel and Leisure Behavior Research

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

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

5. Sustainable Tourism and Development

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

6. Governance for Innovation and Sustainable Development

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

7. The Role of Higher Education in Sustainable Economic Development

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

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

8. Tourism and Regional Development Policy

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

9. The measurement of living conditions and quality of life

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

4.2. Research: Facts and Figures

MODUL University in Total

Department	Awards	Conferences				Other Services	Research Projects	Professional Training	Thesis Supervised		
		Invited Presentation	Presentation	Participation	Total				BBA	Master	Total
TSM	1	17	12	2	31	40	6	3	24	9	33
PGS	0	2	5	1	8	6	2	0	3	8	11
NMT	0	1	11	3	15	3	6	0	2	1	3
IM*	0	0	0	0	0	0	0	0	0	0	0
ASE	0	0	7	0	7	3	1	0	1	2	4
Total MODUL	1	20	35	6	61	52	15	3	30	20	51

* founded this year

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

4.3. Awards and Conferences

Faculty members received 2013/2014 the following awards:

Name of the Award	Awarding Institution	Winner
Wirtschaftskammerpreis 2014	Wirtschaftskammer Wien	Ulrich Gunter

Members of MODUL University's Faculty participated 2013/2014 in the following conferences:

No.	Name of Conference	Organizing Institution/Host
1	11. Tagung der Fachgruppe Methoden und Evaluation der Deutschen Gesellschaft für Psychologie	Fachgruppe Methoden und Evaluation der Deutschen Gesellschaft für Psychologie
2	11. Tagung der Österreichischen Gesellschaft für Psychologie	Österreichische Gesellschaft für Psychologie, Wien
3	17th Udevalla Symposium on the Geography of Growth	Universty West, Sweden
4	22nd Nordic Symposium of Tourism and Hospitality Research	University of Nordland, Norway
5	30th Annual Meeting of LAF Austria	LAF Austria
6	34th Annual International Symposium on Forecasting	International Institute of Forecasters (IIF)
7	3rd Global Summit on City Tourism - Opportunities and Threats in a Changing Environment	United Nations World Tourism Organization (UNWTO)
8	45th Annual International Conference Tourism and the New Global Economy, Brugge	Travel and Tourism Research Association
9	54th ERSA Congress	ERSA-European Regional Science Association
10	5th Advances in Toursim Marketing Conference	University of Algarve, Vilamoura
11	6th Geoffrey J.D. Hewings Regional Economics Workshop, Regional Strategies for Promoting Welfare, Wealth and Work in Europe	WIFO, Vienna
12	Benchmarking the Performance of DMO's Websites, Innsbruck	Tourist Research Center

No.	Name of Conference	Organizing Institution/Host
13	BEST EN Think Tank 2014	BEST EN, University of Ljubljana
14	CAPS 2014: Intl. Event Collective Awareness Platforms for Sustainability and Social Innovation	CAPS 2020
15	Conference on Banking, Finance, Money and Institutions: The Post Crisis Era	University of Surrey, Fordham University
16	COP19/CMP9 Warsaw	UNFCCC
17	CSR-Tage auf der Ferienmesse Wien	2014 NFI, Ferienmesse Wien
18	ECM Annual Meeting - Benchmarking the Performance of DMO'S Websites, Dresden	European Cities Marketing (ECM)
19	ECM Annual Meeting - Benchmarking the Performance of DMO'S Websites, Dresden	European Cities Marketing (ECM)
20	ECM Spring Meeting - How Tourism Shapes Tomorrow's Cities, Belfast	European Cities Marketing (ECM)
21	EICD-2014: Engineering Interactive Computing Systems	Istituto die Scienza e Tecnologie dell'Informazione
22	EMAC 2014	Universtiy of Valencia, Spain
23	ENTER 2014 (The 21st International Conference on Information Technology and Travel & Tourism)	Trinity College Dublin, Ireland; International Federation for Information Technology and Travel and Tourism (IFITT)
24	Europa Data Forum 2014	National and Kapodistrian University of Athens
25	EUSNA	Universita Autonoma Barcelona
26	Extended Semantic Web Conference 2014	ESWC
27	GCG-CSR Conference	Global Corporate Governacne Institute, University of Surrey
28	Global Marketing Conference	KAMS, Singapore
29	GLOWNET	St. Petersburg State University
30	HICSS-2014: 47th Hawaii International Conference on System Sciences	University of Hawai'i at Manoa
31	Hotel und Gast Industry Talks	PKF & Messe Wien
32	Icontour Krems	IMC Krems, FH Salzburg
33	I-Know 2013: Intl. Conference on Knowledge Management and Knowledge Computing	Know Center and University of Graz
34	Insight 2014 - Von der Schönheit in der Wissenschaft	UMIT, Hall i. Tirol
35	International Conference on Tourism and Development: Growth and Diversity	University of Chiang Mai
36	International User Interface Conference 2014	University of Haifa, Israel
37	LREC-2014: International Conference on Language Resources and Evaluation	European Language Resources Association

No.	Name of Conference	Organizing Institution/Host
38	Mid-Term Conference of the ISA Research Committee 55 on Social Indicators	ISA Research Committee 55 on Social Indicators, The Hague
39	OCW Global Conference 2014	OCWC, Center for Knowledge Transfer, Ljubljana
40	Österreich-Tourismus vor einer Weichenstellung: Stagnation oder Wachstum? Bericht des Expertenbeirats "Tourismusstrategie", Bad Tatzmannsdorf	BMWWF
41	Privatuniversitäten in Österreich: Zuviel oder zu wenig Rechtsrahmen, St. Pölten	AQ Austria, Ombudstelle für Studierende des BMWWF
42	Research Seminar, School of Hospitality and Tourism Management	University of Surrey
43	SustAgri	University of Foggia, Italy
44	Tourism Marketing Information System (TourMIS) as a Support for the Analysis of Cultural Tourism and Sustainable Development	AQR Research Group, University of Barcelona
45	Tourismus 2020	STI Innsbruck
46	TourMIS Workshop and International Seminar on Knowledge Sharing for Tourism Destinations	European Cities Marketing (ECM), European Travel Commission (ETC)
47	TV Experiences 2014	Association for Computing Machinery (ACM)
48	WebMedia2013: 19th Brazilian Symposium on Multimedia and the Web	Universidade de Sao Paulo
49	Western Regional Science Association 53rd Annual Meeting	Western Regional Science Association
50	WIMS-2014: International Conference on Web Intelligence, Mining and Semantics	Aristotle University of Thessaloniki
51	WTTC Global Summit	World Travel and Tourism Council
52	WWW 2014	International World Wide Web Conferences Committee, Korea Advanced Institute of Science and Technology, Korean Agency for Technology and Standards

4.4. Research Projects 2013 2014

No.	Name of the Project	Department	Other Involved Institution(s)
1	Barriers and Obstacles to the Generation of University Spin Offs in the Vienna Region	PGS	WKW
2	Bericht des Wissenschaftlichen Tourismusbeirats	TSM	BMFWF
3	DecarboNet	NMT	Open University; Vienna University of Economics and Business; The University of Sheffield; Stichting Waag Society; WWF Switzerland, Green Energy Options Ltd
4	DIVINE	NMT	Vienna University of Economics and Business, Department of Research Institute for Computational Methods; Gentic Software GmbH; Know-Center GmbH; WebLyzard GmbH
5	ECM Benchmarking Report 2014	TSM	ECM
6	Evaluierung der Initiativen im Bereich Kulinarik im Rahmen des Programms LE07-13	PGS	Österreichische Arbeitsgemeinschaft für Rehabilitation
7	Konjunkturbericht Wien Tourismus	TSM	WIFO
8	LinkedTV	NMT	
9	Living Conditions, Quality of Life, and Subjective Well-Being in Regions: A Methodological Pilor Study with Explorative interviewing and Quantitative Measurement	ASE	
10	MediaMixer	NMT	

No.	Name of the Project	Department	Other Involved Institution(s)
11	PHEME	NMT	University of Sheffield; Universität des Saarlandes; Onotext AD; ATOR Spain SA; King's College London; iHub Ltd.; SwissInfo.ch; The University of Warwick
12	The Online Image of Vienna; Brand Personality Perception	TSM	WKW
13	Tourism Marketing Information System (TourMIS)	TSM	Austrian National Tourist Office, ECM, Consortium of nine Austrian tourism boards, Federal Chamber of Commerce, Austrian Ministry of Economic Affairs
14	uComp	NMT	University of Sheffield; Vienna University of Economics and Business, Department of Research Institute for Computational Methods; LIMSI-CNRS
15	WKO Forecasting Tourism Demand in Vienna with Google Trends	TSM	WKW

4.5. Other Services to Academia

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

Short Description/Function	Service provided to
Appointed Senior External PhD Examiner	Curtin University, Australia
Co-Organizer and/or Speaker	MediaMixer Innovation Day, Innovation KT Conference, London
	ECPR Annual Conference
	ECPR Winter School
	Winter School on Multimedia Processing and Applications, Dublin
4th W3C Web and TV Workshop	
Participation on an expert report on the scientific foundation of a tool for the biometric assessment of age of juvenile refugees to UNHCR	Experts report to UNHCR
Journal Peer Reviews	Annals of Tourism Research
	Journal of International Financial Markets, Institutions and Money
	Tourism Management
	Regional Studies
Sustainability	
Member of the Editorial Board	Journal of Modelling in Management
	Journal of Information Technology and Tourism
	International Journal of Tourism Cities
	Journal of Tourism Research
Chair	BEST EN Network
	Tour Cert Certification Board
	Österreichische Privatuniversitätenkonferenz (ÖPUK)

Short Description/Function	Service provided to
Member	Board of the Austrian-American Educational (Fulbright) Foundation
	Jury of the Österreichischer Innovationspreis Tourismus 2014
	Expert Committee for World Cities Tourism Forum
	Expert Panels of Statistics Austria on the official assessment on well-being
	General Assembly AQ Austria
	Advisory Board AQ Austria
	Statistical-Methodological Expert Group of the BIFIE
	Scientific Advisory Board of Futouris
	International Evaluation Panel for the re-accreditation of the Libertas Business School, Zagreb
	Wissenschaftlicher Tourismusbeirat
Manuscript Review	BEST EN Network
Editor-in-Chief	International Journal of Culture, Tourism and Hospitality Research

4.6. Publications

This academic year, in total 64 times faculty members of MODUL University have contributed to publications, either in the form of chapters of books, published presentations, journal articles or other.

Department	Journal Article	Books	Bookchapter	Conference Paper	Other	Total
TSM	11	0	8	0	2	21
PGS	15	0	2	2	2	21
NMT	1	0	0	2	7	10
IM	5	0	0	1	2	8
ASE	1	0	2	0	1	4
Total	33	0	12	5	14	64

The complete list of all the publications can be found at www.modul.ac.at/research/publications.

4.7. Library

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

The library is accessible to students 44 h per week, and provides along with the other resources mentioned in the table below, access to the Business Source Premier database and the UNWTO e-library. Other activities include tutorials on the use of the library for new students and other information sessions.

New Acquisition 2013/2014	
Investments in print media	€ 8.701,89
Investments, e-journals and databases	€26.202,05

Data on the library	
Inventory print media	2640
Inventory e-journals with full-text access	1507

5. Academic Co-operations with Universities

MODUL University Vienna co-operated with the following universities in 2013/2014:

ERASMUS Partner - bilateral agreements	Location	Year
<i>Boğaziçi Üniversitesi</i>	Istanbul, Turkey	2010
<i>Dublin Institute of Technology</i>	Dublin, Ireland	2009
<i>ESADE Ramon Llull</i>	Barcelona, Spain	2014
<i>La Rochelle Business School</i>	La Rochelle, France	2014
<i>NHTV Breda University of Applied Sciences</i>	Breda, NL	2010
<i>Université d'Angers</i>	Angers, France	2009
<i>University of Southern Denmark</i>	Denmark	2013
<i>University of Surrey</i>	Surrey, UK	2010
Partner	Location	Year
<i>East Carolina University</i>	Greenville, NC, USA	2011
<i>San Francisco State University</i>	San Francisco, California, USA	2010
<i>School of Hotel and Tourism Management, Hong Kong Polytechnic University</i>	Hong Kong	2011
<i>School of Tourism and Hospitality Management, Temple University</i>	Philadelphia, Pennsylvania, USA	2012
<i>Taylor's University</i>	Malaysia	2013
<i>University of Central Florida</i>	Orlando, Florida, USA	2008
<i>Victoria University</i>	Melbourne, Australia	2011

Staff / Faculty exchange - erasmus bilateral agreement	Location	Year
<i>FH Eberswalde</i>	Eberswalde, Germany	2008
<i>Sheffield</i>	England	2013
<i>University degli Studi di Foggia</i>	Italy	2013
Marketing Partner - agreement of cooperation	Location	Year
<i>Xi'an International Studies University</i>	Xi'an, China	2010
<i>Trocaire College</i>	Buffalo, NY	2012
Memorandum of Understanding	Location	Year
<i>Universidad Pedro de Valdivia</i>	Santiago de Chile, Chile	2009
<i>Moscow Institute of Electronics and Mathematics</i>	Moscow, Russia	2012
<i>University of Algarve</i>	Portugal	2013

5.1. Co-operations with Networks and Associations

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

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

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

5.2. Collaboration with Professional Environment and Relevant Social Players

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

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

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

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

5.3. Overview MODUL Research GmbH

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

In 2013/2014, the following amount of research monies have been acquired by MODUL Research:

	2013/2014
National sources	€ 21,000.00
International sources	€ 13,000.00
Total	€ 34,000.00

6. Quality Management

6.1. Organization and Instruments of Quality Management

Apart from the evaluations of the courses by the students (see. 6.3.), MODUL University asks its students after the first year and before graduation to evaluate the university's services. The results are discussed with the respective departments and offices.

In summer 2014 a Works Council has been elected according to the Austrian "Arbeitsverfassungsgesetz", in order to improve the satisfaction of the employees.

Also an "Employee Satisfaction Survey" has been conducted in 2013/2014. The results have been presented, discussed and have been taken into consideration by the University Board.

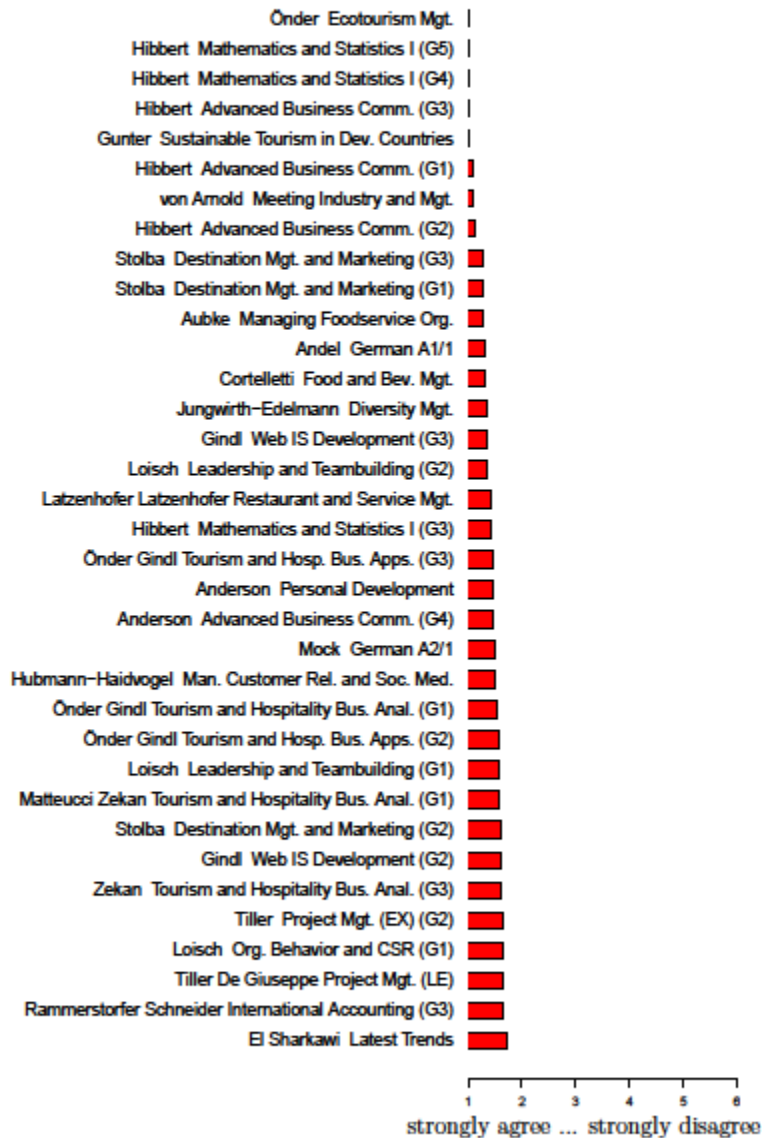
6.2. Evaluations

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

Course Evaluation

UG Fall Semester 2013

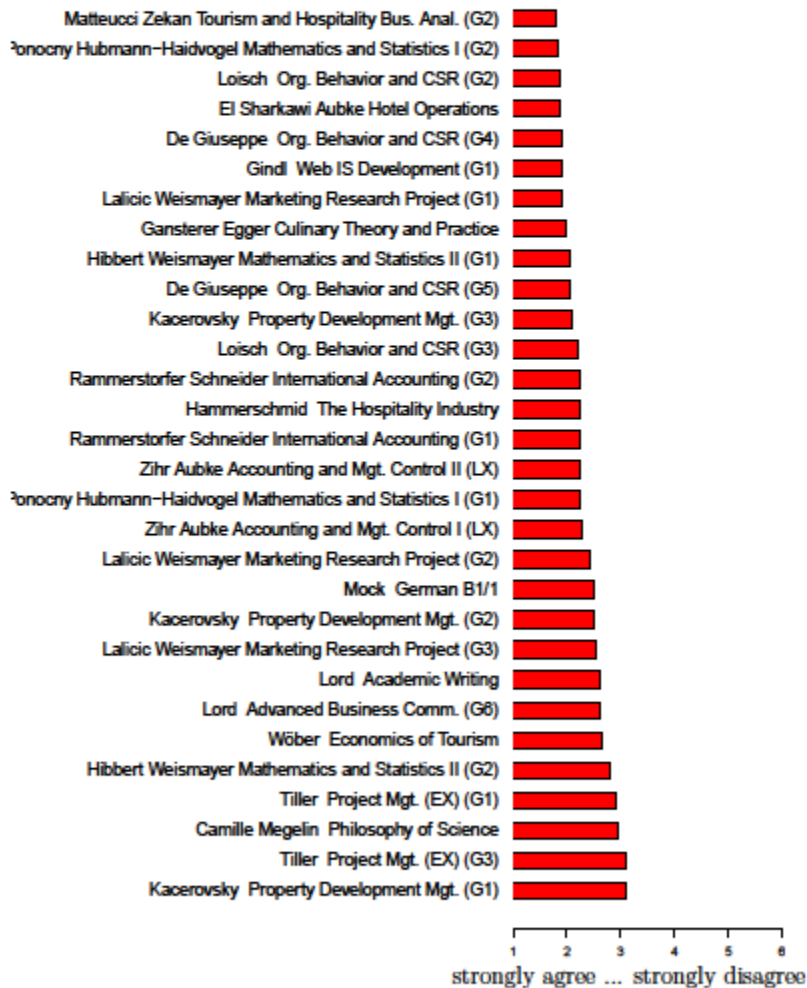
Q24: Overall, I am satisfied with the course.



Course Evaluation

UG Fall Semester 2013

Q24: Overall, I am satisfied with the course.

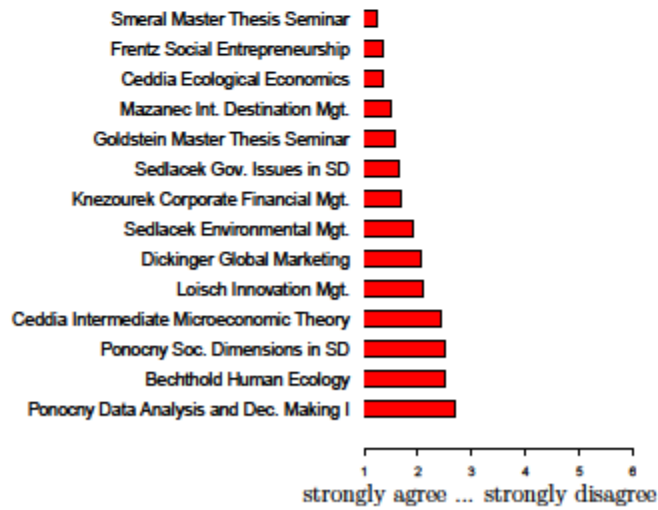


Course Evaluation

MSc Programs

Fall Semester 2013

Q24: Overall, I am satisfied with the course.



Course Evaluation

MBA Fall Term 2013

Q24: Overall, I am satisfied with the course.

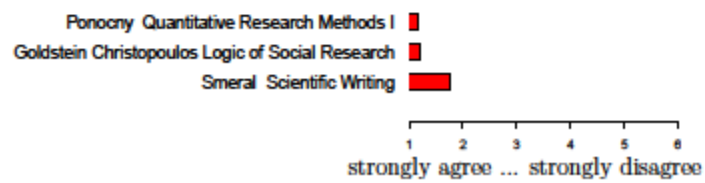


Course Evaluation

PhD Programs

Fall Semester 2013

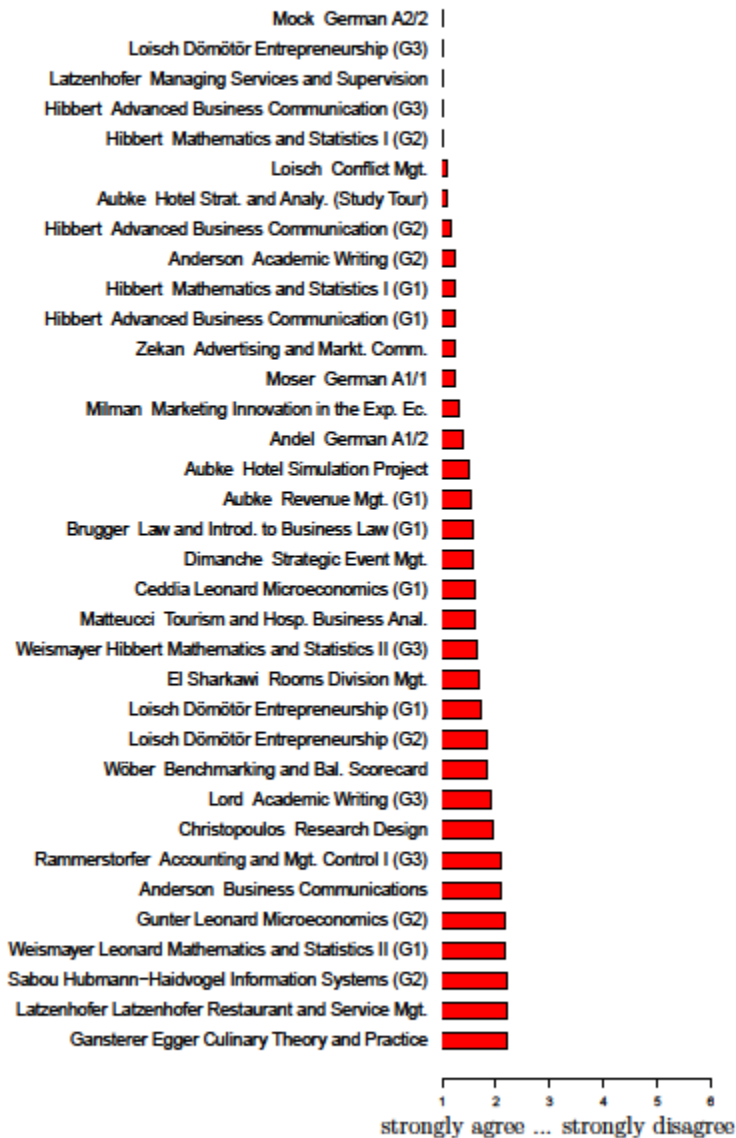
Question: Overall, I am satisfied with the course.



Course Evaluation

UG Spring Semester 2014

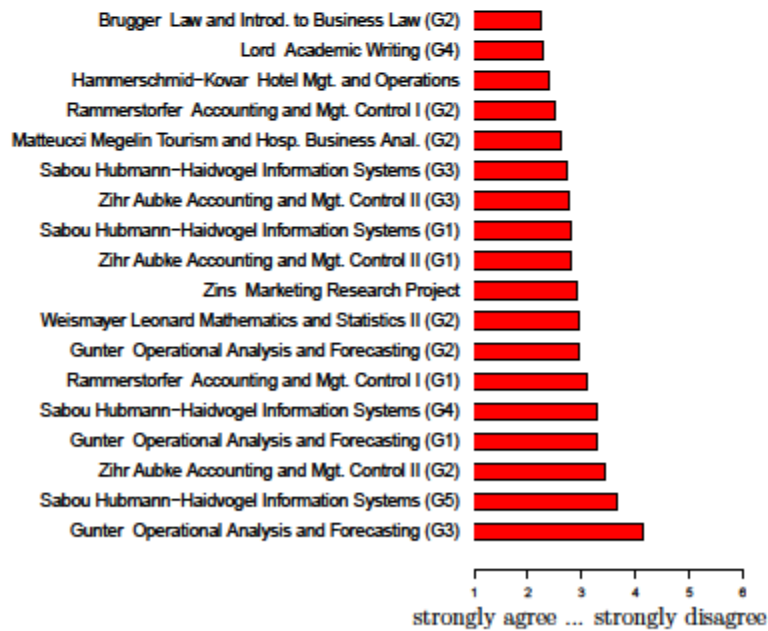
Question: Overall, I am satisfied with the course.



Course Evaluation

UG Spring Semester 2014

Question: Overall, I am satisfied with the course.

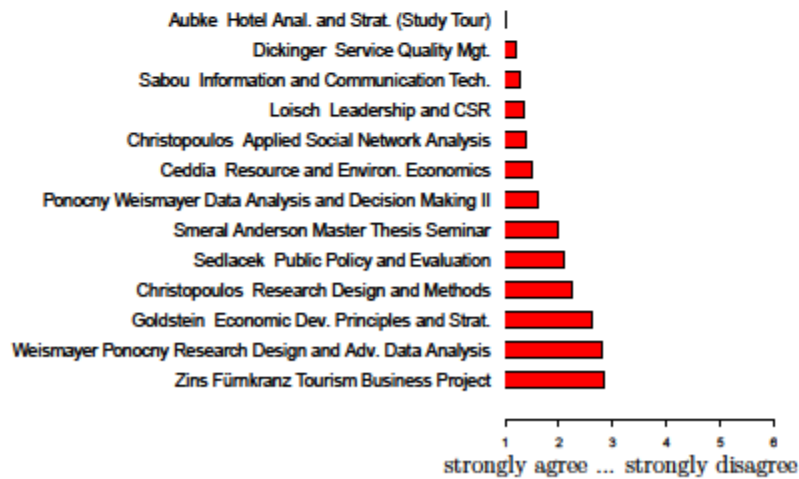


Course Evaluation

MSc Programs

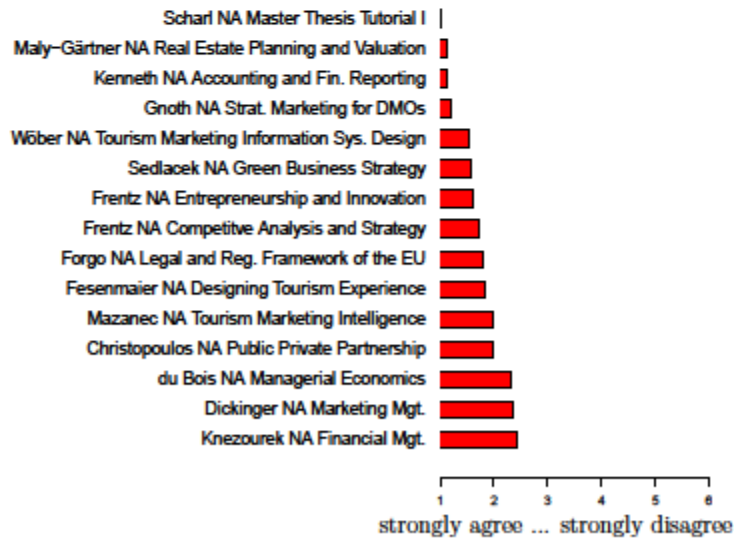
Spring Semester 2014

Question: Overall, I am satisfied with the course.



Course Evaluation

MBA Spring and Summer Term 2014
 Question: Overall, I am satisfied with the course.




Course Evaluation

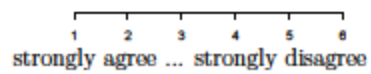
PhD Programs

Spring Semester 2014

Question: Overall, I am satisfied with the course.

Dickinger NA Research Seminar Marketing |

Goldstein NA Research Design 



6.3. Collaboration of Student Representatives in Committees

The students representatives have been elected in 2013 as stated in the university's constitution and have been included in the respective committees. Thus, they were connected to nearly all decision-making processes and helped in keeping the decisions' qualities high. In 2014/2015, due to a change in the national law, MODUL University's students, as all students at a private university in Austria, joined Österreichische HochschülerInnenschaft (ÖH), so the elections in May 2015 will be held according to the respective law.

ANNEX I

FACULTY PROFESSIONAL DEVELOPMENT OBJECTIVES PLAN

INSTRUCTIONS FOR COMPLETION

Plans are due to the Dean on May 15, 2008

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

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

NAME: _____.

DEPT: _____.

DATE: _____.

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

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

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

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

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

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

Identify your research and publication goals. Please be specific.

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

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

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

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

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

FACULTY PROFESSIONAL DEVELOPMENT

OBJECTIVES PLAN

NAME:

DEPARTMENT: _____.

DIRECTOR'S COMMENTS

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

...

FACULTY MEMBER'S COMMENTS

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

...

Faculty Member's Signature: _____

Date: _____

Dean's Signature: _____

Date: _____

President's Signature: _____

Date: _____