MODUL VIENNA UNIVERSITY
WKO WIEN PRIVATE UNIVERSITY

ANNUAL REPORT

Academic Year 2015-2016

Submitted to the Agency for Quality Assurance and Accreditation Austria

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1. The University's Development

The academic year 2015/2016 was a challenging year for MODUL University Vienna. After channeling its forces, as laid out in the last Annual Report, MODUL University laid the foundations for expansion in the report period, by accrediting another MSc in Management program in Vienna, and by applying for accreditation of programs in MODUL University's first non-European campus location Dubai, and by planning the next step in international co-operation with Nanjing, China.

But embarking on a strategy of international expansion did not mean for MODUL University to forget its virtue of quality management: MODUL University is proud to announce that it managed in in the academic year 2015/2016 to renew its accreditation of its tourism programs by UNWTO Ted. Qual, the quality assurance department of the United Nations World Tourism Organization.

2. Students and Faculty

2.1. Study Programs

MODUL University Vienna offered in the academic year 2015/2016 seven study programs – 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	€ 12.333 p.a. (€ 37.000 total)
Bachelor of Business Administration in Tourism, Hotel Mgt. and Operations	BBA	240	4 years	€ 13.000 p.a. (€ 52.000 total)
Bachelor of Science in International Management	BSc	180	3 years	€ 12.333 p.a. (€ 37.000 total)
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 total
Master of Science in International Tourism Management	MSc	120	2 years	€ 12.000 p.a. (€ 24.000 total)
Master of Science in Sustainable Development, Management and Policy	MSc	120	2 years	€ 12.000 p.a. (€ 24.000 total)
Doctor of Philosophy in Business and Socioeconomic Sciences	PhD	240	4 years	€ 45.000 total

Minor changes in the curricula were implemented in 2015/2016 the undergraduate, the MSc and the MBA programs. They consisted only in small changes of course titles and adjustments in the weighting of the ECTS points. The current curricula can be found at http://www.modul.ac.at/student-life/student-services/academic-services/rules-and-regulations/.

MODUL University's Foundation Program

In addition to the accredited study programs, that lead to academic titles, MODUL University also introduced its Foundation Program, a preparatory course for undergraduate students, who do not yet fulfill the university's requirements. The Foundation Program provides students with the essential preparation for a smooth transition into any of MU's bachelor programs. Students will achieve a level of proficiency in English and Mathematics in accordance to the university regulations and will also be exposed to key aspects in Business Administration, Geography and Economics. They will not only gain a theoretical education, but also have the necessary support for getting settled in Vienna and adapting to life in Austria and its culture. Upon successful completion of the foundation program and a final exam, students may directly enter the bachelor program of their choice at MODUL University Vienna.

Course Overview:

- English: 16 h/week
- Mathematics: 6 h/week
- Business Administration: 6 h/week
- Geography and Economics: 6 h/week
- German courses are offered to all students on a voluntary basis.

Program Facts

- Duration: One full-time semester (September - January or February - June)
- Language: English
- Tuition Fee: € 5.900

Figures of the Study Programs

	BBA THM	BBA THO	BSc IM	MSc ITM	MSc SDMP	MBA	PhD	**Total**
Students*	227	101	146	36	12	76	11	**609**
Female students' rate	65,2%	73,3%	43,2%	75,0%	58,3%	50,0%	45,5%	**59,4%**
New Students 2015/2016	46	44	61	11	3	18	4	**187**
Students per faculty	6,4	2,7	3,9	0,9	0,3	2,0	0,3	**16,5**
International students' rate**	70,0%	60,4%	64,4%	88,9%	75,0%	71,1%	90,9%	**68,8%**
Graduates	56	4	16	17	7	12	1	**113**
Female graduates' rate	64,3%	75,0%	18,8%	70,6%	57,1%	50,0%	100%	**57,5%**
Average duration of studies at MU*** (graduates, semester)	6,8	5,0	5,3	6,0	4,4	10,8	4,0	**6,4**
Withdrawal Rate	4,8%	4,0%	2,7%	0,0%	8,3%	0,0%	0,0%	**3,3%**
Percentage of students expelled	4,8%	2,0%	3,4%	2,8%	8,3%	1,3%	0,0%	**3,4%**

*Cut-off date: August 31, 2016

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

*** Does not include the duration of studies at previous universities or programs

Student Exchanges

Fall 2015	INCOMING	OUTGOING
Bogazici Universit, Turkey	1	0
Cologne Business School, Germany	1	0
NHTV Breda, The Netherlands	1	0
San Francisco State University, USA	3	2
Taylors University, Malaysia	2	0
TSI Ramon Llull, Spain	2	0
University of Southern Denmark, Denmark	0	1
University of La Rochelle, France	0	1
University of Central Florida, USA	0	1
University of Surrey, UK	4	1
Total Fall 2015	14	6

Spring 2016	INCOMING	OUTGOING
Hong Kong Polytechnic University, China	3	1
San Francisco State University, USA	1	3
Taylors University, Malaysia	0	1
TSI Barcelona, Spain	0	2
Universidad Anahuac Mayab, Mexico	2	0
University of Barcelona, Spain	0	2
University of Central Florida, USA	4	1
University of Florida, USA	1	0
University of La Rochelle, France	2	0
University of Surrey, UK	0	1
Total Spring 2016	13	11
Total 2015/2016	**27**	**17**

Allocation of Scholarships

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

2015/2016	Amount	Number	Total
Fall 2015			
MODUL Alumni Grant	€ 4.000,00	7	€ 28.000,00
WKW Grant (BBA THM)	€ 3.000,00	33	€ 99.000,00
WKW Grant (BBA THO)	€ 4.000,00	18	€ 72.000,00
WKW Grant (Master Programs)	€ 5.000,00	2	€ 10.000,00
MODUL Pre-Education Grant	€ 2.500,00	10	€ 25.000,00
Early Bird Reduction	€ 1.000,00	51	€ 51.000,00
Graduate Assistantship	€ 20.000,00	1	€ 20.000,00
European Cities Marketing Grant	€ 25.000,00	1	€ 25.000,00
2015/2016	Amount	Number	Total
Young Hotelier Award	€ 25.000,00	1	€ 25.000,00
Kohl und Partner Scholarship	€ 25.000,00	1	€ 25.000,00
European Travel Commission Grant	€ 25.000,00	1	€ 25.000,00
Microsoft Scholarship	€ 25.000,00	1	€ 25.000,00
MODUL PhD Scholarship	€ 45.000,00	2	€ 90.000,00
University Board Partner Reduction	€ 5.000,00	2	€ 10.000,00
Marketing Partner Scholarship I	€ 1.500,00	2	€ 3.000,00
Marketing Partner Scholarship II	€ 3.000,00	2	€ 6.000,00
		Total Fall 2015	€ 539.000,00
Spring 2016			
MODUL Alumni Grant	€ 4.000,00	1	€ 4.000,00
WKW Grant (BBA THM)	€ 6.000,00	6	€ 36.000,00
WKW Grant (BBA THO)	€ 9.000,00	3	€ 27.000,00
WKW Grant (Master Programs)	€ 5.000,00	1	€ 5.000,00
Early Bird Reduction	€ 1.000,00	27	€ 27.000,00
Marketing Partner Scholarship II	€ 3.000,00	1	€ 3.000,00
MODUL High Potential Grant	€ 1.000,00	1	€ 1.000,00
SDMP Merit Scholarship	€ 22.000,00	1	€ 22.000,00
University Board Partner Reduction	€ 14.000,00	2	€ 28.000,00
PKF-MODUL Scholarship	€ 45.000,00	1	€ 45.000,00
		Total Spring 2016	€ 198.000,00
		Total 2015/2016	**€ 737.000,00**

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]
Faculty[4]				
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 (1st/2nd year)	50%	0%	25%
Lecturer (L) (Post- or Pre-Doc)	50-100%	0%	0-50%	0-50%
Other Academic Employees[4]				
Researcher (R) (Post- or Pre-Doc without teaching obligations)	0%	0-100%	0 -100%	0%
Scholarship Students[5]				
PhD Student (PhDS) (e.g. scholarship in collaboration with the industry)	15% 2 WSHY (2nd year) 4 WSHY (as of 3rd 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 during the report period included:

	TSM	PGSD	NMT	ASE	IM	**Total**
Full Profs.:	6	1	1	0	0	**8**
Assoc. Profs.:	1	3	0	1	0	**5**
Ass. Profs.:	1	0	2	1	1	**5**
Senior Lecturer	2	0	0	0	0	**2**
Researchers/Lecturer	5	1	0	0	0	**6**
Lecturer	1	0	0	1	0	**2**
Researcher	0	0	9	0	0	**9**
Total	**16**	**5**	**12**	**3**	**1**	**37**

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

No.	Surname	Name	Acad. Degree	Function	Department	Actual Teaching Load 2015/2016**	Work Time
1	Antonschmidt	Hannes	MA	Researcher/Lecturer	TSM	2,2 h	40 h
2	Aubke	Florian	Dr.	Assistant Prof., Senior Lecturer	TSM	13,9 h	40 h
3	Brasoveanu	Adrian	MSc	Researcher	NMT	-	30 h
4	Bressan	Silvia	Dr.	Assistant Prof.	IM	11,1 h	40 h
5	Ceddia	Graziano	PhD	Associate Prof.	PGSD	4,5 h	40 h
5	Christopoulos	Dimitris	PhD	Associate Prof.***	PGSD	12,2 h	40 h
6	Coronel	Rod Michael	BSc	Researcher	NMT	-	40 h
7	Dickinger*	Astrid	Dr. habil.	Full Prof., Dean***	TSM	5,1 h	40 h
8	El Sharkawi	Hani	MA	Lecturer	TSM	13,1 h	40 h
9	Fischer	Reinhard	Dipl. Ing.	Researcher	NMT	-	32 h
10	Fischer	Fabian	MSc	Researcher	NMT	-	20 h
11	Gerrand	Lucas Timothy	BSc	Researcher	NMT	-	20 h
12	Gindl	Stefan	Dr.	Researcher	NMT	-	32 h
13	Goldstein	Harvey	PhD	Full Professor, Vice President, Dean, Department Head	PGSD	7,3 h	40 h
14	Gunter	Ulrich	Dr.	Assistant Prof.	TSM	9,1 h	40 h
15	Hibbert	Simon	MBA	Researcher/Lecturer	TSM	31,0 h	30 h
16	Kolomoyets*	Yuliya	MA	Researcher/Lecturer	TSM	3,0 h	40 h
17	Lalicic	Lidija	PhD***	Researcher/Lecturer	TSM	14,8 h	40
18	Lammarsch	Tim	PhD	Assistant Prof.	NMT	8,3 h	40
19	Leonard	David	MSc	Researcher/Lecturer	PGSD	8,5 h	40
20	Leung	Daniel	M. Phil.	Researcher/Lecturer	TSM	7,1 h	40

No.	Surname	Name	Acad. Degree	Function	Department	Actual Teaching Load 2015/216**	Work Time
22	Lund-Durlacher*	Dagmar	Dr.	Full Professor, Dean, Department Head	TSM	9,0 h	40
23	Mazanec	Josef	Dr. habil.	Full Professor	TSM	5,0 h	20
24	Neuhofer-Önder	Irem	PhD	Associate Prof.***	TSM	11,9 h	40
25	Nixon	Lyndon	PhD	Assistant Prof.	NMT	14,2 h	40
26	Ponocny	Ivo	Dr. habil.	Associate Prof., Department Head, Dean***	ASE	13,3 h	40
27	Schäfer	Tobi	Dipl. Red. (FH)	Researcher	NMT	-	20
28	Scharl	Arno	DDr.	Full Professor, Department Head	NMT	4,2 h	40
29	Sedlacek	Sabine	Dr.	Associate Prof., Vice-President***, Department Head	PGSD	16,3 h	40
30	Smeral	Egon	Dr. habil.	Full Prof.	TSM	4,0 h	20
31	Tomej	Kristof	MSc	Researcher/Lecturer	TSM	6,7 h	40
32	Vakulenko	Svitlana	MSc	Researcher	NMT	-	40
33	Weismayer	Christian	Dr.	Assistant Prof.	ASE	14,1 h	35
34	Wöber	Karl	Dr. habil.	Full Professor	TSM	4,3 h	40
35	Zekan	Bozana	PhD***	Assistant Prof., Senior Lecturer	TSM	22,0 h	40
36	Zins	Andreas	Dr. habil.	Full Professor	TSM	9,6 h	20
37	Zhu	Shu	MA	Researcher	NMT	-	40
					Total:	285,8 h	

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

** incl. supervision of theses.

*** promoted/elected during report period

MODUL University is also proud to keep academic ties with its adjunct faculty, scholars who studies at MODUL or worked here.

Adjunct Professors:
Daniel Fesenmaier (University of Florida)
Markus Scholz (FH-Wien)

Adjunct Assistant Professors:
Xavier Matteucci

Research Associates:
Valeria Croce
Ulrike Bauernfeind
Clemens Költringer
Tina Tiller
Karin Wegensteiner

External Lecturers: Contracted Hours, Qualifications

In 2015/2016, the following external lecturers taught at MODUL University Vienna:

No.	Name	Surname	Title/Function	Program	Teaching h
1	Christopher	Anderson	BA, BA	MBA	15,0
2	Selmin	Birsel	BA	UG	2,0
3	Walter	Brugger	Dr.	UG	11,0
4	Michael	Corteletti	MA	UG	4,0
5	Laura	De Guiseppe	Mag.	UG	4,0
6	Stefan	Dressler	Mag.	UG	10,0
7	Christine	Egger	Dipl. Päd.	UG	10,7
8	Daniel	Fesenmaier	Prof.	MSc	2,0
9	Katrin	Forgo	PhD	MBA	2,0
10	Ian	Foster	MBA	UG	2,0
11	Paul Martin	Frentz	Dr.	MBA	1,5
12	Gottfried	Gansterer	Dipl. Päd.	UG	10,7
13	Stephan	Gasser	Dr.	UG	8,0
14	Jürgen	Gnoth	Dr.	MBA	3,5
15	Christoph	Haimberger	Dr.	MBA	0,8
16	Barbara	Hammerschmid-Kovar	Dipl. BW MBA	UG	8,0
17	Brian	Hutchinson	BCL LLM DAL	MBA	1,5
18	Eva Aileen	Jungwirth	MA	UG	14,0
19	Radoslaw	Karpienko	MA	UG	3,0
20	Karl	Knezourek	Dr.	MBA	11,0
21	Clemens	Költringer	Dr.	MSc	1,0
22	Helga	Kromp-Kolb	Prof.	MBA	3,5
23	Mithat	Külür	M. Phil.	UG	2,0
24	Andreas	Latzenhofer	Dipl. Päd.	UG	12,0
25	Susanne	Latzenhofer	Dipl. Päd.	UG	14,0
26	Martin	Lohmann	Prof.	MBA	5,5
27	Maria	Lord	MA	UG	9,0
28	Martina	Maly-Gärtner	Mag.	MBA	3,5
29	Xavier	Matteucci	Dr.	UG	10,0
30	Jacek	Mironski	Prof.	MBA	1,5
31	Manfred	Moormann	Dipl. Ing.	MBA	1,5
32	Wolfgang	Pfarl	Dkfm.	MBA	0,8
33	Jürgen	Pfeffer	Prof.	MBA	1,5
34	Michael	Popp	Mag.	MSc	2,0
35	Laszlo	Puczko	Dr.	MSc	2,0
36	Christian	Rammel	MSc.	MSc	2,0
37	Greame	Rankine	Prof.	MBA	1,5

No.	Name	Surname	Title/Function	Program	Teaching h
38	Christian	Reiner	Dr.	UG	3,0
39	Johannes	Sääf	Dr.	UG	3,0
40	Marta	Sabou	Dr.	MBA	1,5
41	Stefan	Schiman	MSc	UG	2,0
42	Bernd	Schuh	Mag.	MSc	3,5
43	Christina	Sichtmann	Prof.	MSc	2,0
44	A. J.	Singh	Prof.	MBA	1,5
45	Petra	Stolba	Dr.	UG	10,0
46	Miguel	Suarez	MSc, MBA	UG	6,0
47	Hendrik	von Arnold	Director, Stockholm Convention Bureau	UG	2,0
48	Christian	Walter	Mag.	UG	2,5
49	Karen	Wendt	MBA	UG	3,5
50	Michael	Widmann	Dipl. Betriebswirt (FH)	UG	2,5
51	Andreas	Wittmer	Dr.	UG	2,0
52	Ken	Woodward	MA	UG	10,7
53	Georg	Zihr	Dr.	UG	8,0
				Total	**261,7**

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

	Undergraduate Programs	MSc Programs	MBA Programs	PhD Program	**MU Total**
h total	399	85	36	16	**536**
h internal	189	56	13	16	**276**
h external	210	29	23	0	**262**
Internal ratio	**47%**	**66%**	**37%**	**100%**	**51%**

This year, the internal ratio in the undergraduate programs fell under the 50% mark, due to some prolonged search processes for internal faculty. This should change again, as soon as the search processes in question are completed. The low percentage of internal teaching in the MBA program lies in the nature of this program, which relies heavily on the incorporation of teachers with a professional business background. Overall, internal faculty provided 51% of the hours taught, fulfilling the legal requirements.

Documentation of the Selection and Promotion Procedures

During the report period, one search process for the position of a Full Professor in International Management was completed, with the result of appointing Prof. Dr. Horst Treiblmaier to this position. The Search Committee for this position had been already elected in the session of the University Assembly on the June 27, 2014, but only concluded its activity during the report period. The documentation of this search process can be found in Annex II.

Prof. Dr. Irem Önder was promoted from Assistant Professor to Associate Professor, as well as Prof. Dr. Dimitris Christopoulos. The Promotion Committee for Irem Önder was elected in the session of the Senate on January 25, 2016 and consisted of Harvey Goldstein, Egon Smeral, Josef Mazanec, Ivo Ponocny (Chair), Silvia Bressan and a student representative. The one for Dimitris Christopoulos was elected in the Senate session on June 9, 2015, and consisted of Arno Scharl (Chair), Harvey Goldstein, Dagmar Lund-Durlacher, Graziano Ceddia, Florian Aubke and a student representative.

The minutes of the respective promotion committees can be found in Annex II as well.

Bozana Zekan, who earned her PhD at Vienna University of Economics and Business while being employed as Researcher and Lecturer at MODUL University Vienna was hired as a Senior Lecturer/Assistant Professor after a public call.

Measures to Promote Young Researchers and Human Resource Development

During the report period, MODUL University offered **six 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, nine young researchers were included in the scientific community at MODUL University as **researchers** on projects.

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

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

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

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

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

3. Finances and Resources

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

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 Stigliz-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

Department	Awards	Conferences				Other Services	Research Projects	Thesis Supervised			
		Invited Presentation	Presentation	Participation	Total			BBA	Master	PhD	Total
TSM	3	14	21	3	38	48	29	28	17	1	45
PGSD	1	3	5	1	9	3	7	4	3	0	7
NMT	3	3	5	3	11	3	6	1	1	0	2
IM	0	0	0	0	0	0	0	0	0	0	0
ASE	0	0	7	0	7	1	2	1	2	0	6
Total MODUL	7	20	38	7	65	55	44	34	23	1	60
Change in relation to last year	+16%	-20%	-5%	-46%	-16%	+-0%	+69%	-30%	+24%	+100%	-12%

The figures refer to the participation of faculty members of the respective department in one of the activities. 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.

4.3. Awards and Conferences

Faculty members received 2015/2016 the following awards:

Name of the Award	Awarding Institution	Winner
2nd Place at Sustainability Award 2016	BMWFW	Arno Scharl
Best Paper Award	49th Hawaii International Conference on System Sciences (HICSS-2016)	Arno Scharl
Best Paper Award - 2015 Honorable Mention	Information Processing and Management	Arno Scharl
Maria Schaumayer Anerkennungsurkunde	Maria Schaumayer Stiftung	Lalicic, Lidija
Wirtschaftskammerpreis 2015	Vienna Economic Chamber	Sedlacek, Sabine
Wirtschaftskammerpreis 2016	Vienna Economic Chamber	Leung, Daniel; Kristof Tomej

Members of MODUL University's Faculty participated 2015/2016 in the following conferences:

No.	Name of Conference	Organizing Institution/Host
1	10th International Conference on Language Resources and Evaluation (LREC 2016)	European Language Resources Association
2	14th brazilian Symposium on Human Factors in Computer Systems	Universidade Estadual de Oest do Paraná
3	1st International Workshop on Recent Trends in News Information Retrieval	Signalmedia, University of Essex, University of Glasgow and others

No.	Name of Conference	Organizing Institution/Host
4	36th Annual International Symposion on Forecasting	International Institute of Forecasters
5	37th Annual Conference of the International Society for Clinical Biostatistics (ISCB)	International Society for Clinical Biostatistics
6	3rd CSR Conference	Cologne Business School
7	51st Tourist Research Center Meeting	Tourist Research Center
8	56th European Regional Science Association Annual Congress	ERSA
9	66th AIEST Conference	AIEST (International Association of Scientific Experts in Tourism)
10	7th International Symposium in Service Management	Mahidol University International College
11	9th International Conference on Computational and Financial Econometrics	Queen Mary University of London
12	Adaptive Designs and Multiple Testing Procedures Workshop 2016	University of Padua
13	Aga Khan University Advisory Board Meeting	Aga Khan Foundation
14	Annual Conference of the European Council on Hotel, Restaurant and Institutional Education	Manchester Metropolitan University (UK)
15	Annual HTL Summit Vienna	PKF Hotelexperts
16	BEST EN Think Tank XVI	Eberswalde University for Sustainable Development, BEST Education Network
17	Conference on Animial Rights in Europe (CARE)	Open Cages/Warsaw University of Social Sciences and Humanities
18	Culinary and Wine Tourism Conference	FH Wien

No.	Name of Conference	Organizing Institution/Host
19	Data Lab: TourMIS - das Wikipedia der Tourismusstatistik	Travel Industry Club
20	ECM Annual Conference	European Cities Marketing (ECM)
21	ECVET Vienna (European Credit System for Vocational Education and Training)	ÖAD, Erasmus+, ECVET
22	EMAC 2016	European Marketing Academy (EMAC)
23	ENTER 2016	International Federation for IT and Travel and Tourism (IFITT)
24	European Conference on Social Networks (EUSN)	Science-Po, Sorbonne, Paris
25	European Consortium for Political Research (ECPR) Annual Conference	Charles University, Prague
26	European Data Forum 2016	STI International
27	European TTRA	University of Innsbruck
28	Eye on Earth Summit	UNEP
29	HICSS (49th Hawaii International Conference on System Sciences)	University of Hawaii at Manoa, Department of IT Management
30	ICCE 2016 (International Conference on Consumer Electronics)	IEEE (Institute of Electrical and Electronics Engineers)
31	Insight 2016	Graz University of Technology, Joanneum Research
32	International Network for Social Network Analysis (INSNA)	U.C. Davis, Los Angeles
33	North American Regional Science Association Annual Meeting	NARSA
34	Pre-Testing Methoden Workshop der PUMA Arbeitsgruppe	Fakultätszentrum für Methoden der Sozialwissenschaften der Universität Wien

No.	Name of Conference	Organizing Institution/Host
35	Research and Statistics Working Group Meeting 2016	European Cities Marketing
36	Spring Symposion on Challenges in Sustainable Tourism Development (SSTD 2016)	Universidad de Las Palmas de Gran Canaria
37	Summer School on Degrowth and Environmental Justice	Universitat Autonoma de Barcelona
38	Tag der angewandten Geographie	ÖVAG (Österreichischer Verband für angewandte Geographie)
39	Tagung der Ombudstelle der Studierenden des BMWFW	Ombudstelle der Studierenden des BMWFW
40	TourMis Workshop and Seminar on Monitoring Sustainability: International Seminar on Environmental and Social Tourism Indicators for Measuring Tourism Development	European Cities Marketing (ECM), European Travel Commission (ETC)
41	Travel Industry Club Vienna - Romantik Tafelrunden	Travel Industry Club
42	UNEA2 United Nations Assembly	UN
43	University of Surrey's School of Hospitality and Tourism Management Conference 2016	University of Surrey
44	Vienna Workshop on Sustainable Development	MODUL University Vienna
45	Wohlbefinden in Österreich	Statistik Austria
46	World Tourism Cities Federation Fragrant Hills Tourism Summit	World Tourism Cities Federation
47	Youth Travel Summit 2016	The Class of 2020

4.4. Research Projects 2015 2016:

No.	Name of the Project	Department	Other Involved Instituition(s)
1	City Tourism Performance Monitors Methodology of Data Collection in Cities	TSM	United Nations World Tourism Organization (UNWTO)
2	Consumption/Travel behaviour at medium-term economic stagnation	TSM	-
3	Crosswater	PGSD	University of Bern, LISER - Luxembourg
4	Danube River Cruises: Impacts on the Tourism Industry of Vienna	TSM	Vienna Ecomomic Chamber
5	DecarboNet	NMT	Open University, Vienna University of Economics and Business, University of Sheffield, Stichting Waag Society, WWF Switzerland, Green Energy Options Ltd.
6	Development and Test of Instruments for Sustainability Information and Commuication	TSM	FH Wien, Futouris - Die Nachhaltigkeitsinitiative
7	ECM Benchmarking Report	TSM	European City Marketing
8	ECM Meeting Statistics Report	TSM	European City Marketing
9	ECM MICE Study 2016	TSM	European Cities Marketing (ECM)
10	Economic Relevance of Mountain Biking as a Leisure and Tourism Activity	TSM	-
11	European Cities Tourism Report	TSM	World Tourism Cities Forum (WTCF)
12	Eurostat Tender Quality of Life	ASE	Statistik Austria, Eurostat

No.	Name of the Project	Department	Other Involved Instituition(s)
13	Evaluierung des Wiener Bildungsexports anhand der Fallstudie MODUL University Vienna	PGSD	-
14	Forecasting EU tourist arrivals and bednights	TSM	European Commission
15	Forecasting Tourism Demand for Vienna with Google Trends	TSM	Vienna Ecomomic Chamber
16	Impuls zur Sicherung und Ausbau von Ganzjahresangeboten in Gastronomie und Beherbergung im Nordburgenland	PGSD, TSM	ÖAR Regionalberatung GmbH
17	In Video Veritas (InVID)	NMT	CERTH (Greece), Universidad de Lleida (Spain), Exo Makina (France), webLyzard (Austria), Condat (Germany), APA-IT (Austria), APF (France), Deutsche Welle (Germany)
18	INCLUDE	PGSD	University of Reading
19	Investment Funds for Technology-based Sart-ups in Vienna; Sources, Actors and Alternative Financing Models	PGSD	Vienna Ecomomic Chamber
20	Open Innovations Platforms in Tourism: A Case Study of the Vienna Tourist Board	TSM	-
21	PHEME	NMT	University of Sheffield, Universität des Saarlandes, Ontotext AD, ATOS Spain SA, King's College London, iHub Ltd., Swissinfo.ch, University of Warwick, Donor: EU

No.	Name of the Project	Department	Other Involved Instituition(s)
22	SCITHOS - Implementing energy efficient and social urban tourism solutions and creating citizen empowerment through Smart City Hospitality	TSM	Österreichische Forschungsförderungsgesellschaft (FFG)
23	Statistical Report on Tourism Accomodation Establishments	TSM	-
24	Status Que of Airbnb in Vienna and its Main Competitors	TSM	-
25	Sustainable Food Communication	TSM	-
26	Sustainable Food in the Travel context	TSM	FH Wien, Futouris - Die Nachhaltigkeitsinitiative
27	Teilnahme am 7. Jugendbericht für das BMFJ	ASE	Statistik Austria, Danube University Krems, BMFJ
28	The Image of Vienna in User-Generated Content: An Analysis of Brand Personality and Emotions	TSM	-
29	Tourism Marketing Information System (TourMIS)	TSM	Austrian National Tourist Office, European Travel Commission, European Cities Marketing, Consortium of 9 Austrian Tourism Boards, Federal Chamber of Commerce, BMWFW
30	uComp (Embedded Humane Computation for Knowledge Extraction and Evaluation)	NMT	University of Sheffield, Vienna University of Economics and Business, Laboratoire d'informatique pour la mécanique et les sciences de l'ingénieur
31	UNEP Live	NMT	United Nations Environment Programme (UNEP)
32	User-Driven Innovations in Tourism enhanced by Social Media	TSM	-
No.	Name of the Project	Department	Other Involved Instituition(s)

33	VorTEIL - Vorzeigeregion Tourismus - Energieinnovation leben	TSM, PGSD	Austrian Institute of Technology, Ingenieurbüro MITPLAN

4.5. Other Services to Academia

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

Short Description/Function	Service provided to
Co-Organizer and/or Speaker	Presentation at EMC Bootcamp
	MODUL University Research Workshop organizer
Consulting	Board Member and Area Consultant Austria for European Council on Hotel, Restaurant and Institutional Education (EuroCHRIE)
	Young Hotelier Award Jury Member
	Professional Training for General Managers of Vienna House
	Technical Advisor of the European Travel Commission
	Technical Advisor of the European Cities Tourism
Journal Peer Reviews	Journal of Urban Research
	Sustainability
	World Development
	African Education Review
	International Journal of Contemporary Hospitality Management
	Journal of Travel Research
Other Reviews (Conferences etc.)	External Examiner - Dublin Institute of Technology
	Various conference paper reviews
External Member of Promotion Committees	Southern Denmark University
Member of the Editorial Board	Journal of Tourism Research
	Journal of Modelling and Management
	Journal of Information Technology and Tourism
	International Journal of Tourism Cities
Public Interviews	Radio Interview about LinkedTV project in Ö1
	TV Interview about LinkedTV project for ORFIII documentary
Chair	Chair of Tour Cert Certification Board
	Vorsitzender ÖPUK
	Expert Committee of the World Cities Tourism Forum

Short Description/Function	Service provided to
Member	Appointed Member of the Austrian-American Educational (Fulbright) Commission
	Member of Local Organizing Committee for the European Regional Science Association Annual Congress
	Member of the Scientific Advisory Board of Futouris
	Executive Member of BEST EN
	Member of expert panel for statistics and methodology for the Austrian BIFIE
	Aga Khan Graduate School Advisory Board
	Generalversammlung der AQ Austria
	Strategiebeirat des Wiener Tourismusverbandes
	Kuratorium der AQ Austria
	Österreichische Hochschulkonferenz
	Wissenschaftlicher Tourismusbeirat BMWFW
Editor-in-Chief	International Journal of Culture, Tourism and Hospitality Research

4.6. Publications

This academic year, in total 115 times faculty members of MODUL University have contributed to publications, either in the form of chapters of books, published presentations, journal articles or other.

Department	Journal Article	Books/Reports	Bookchapter	Conference Paper	Other	Total
TSM	28	6	14	4	3	55
PGSD	3	3	2	4	3	15
NMT	5	0	2	8	0	15
IM	3	0	0	0	2	5
ASE	12	3	2	6	2	25
Total	51	12	20	22	10	115
Change in relation to last year (=100%)	+82%	+33%	+69%	+13%	+43%	+55%

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 Primier database and the UNWTO e-library.

In the report period, the library started a new project, facilitating students search skills within the framework of the course "Academic Writing".

Another major development was the start of the implementation of the "Pure"-research documentation system, which is still ongoing.

Data on the library	
Inventory print media	2984
Change in relation to last year	+9%
Newly catalogued media	116
Electronic journals	2843
Loans 2015/2016	728

5. Academic Co-operations with Universities

MODUL University Vienna co-operated with the following universities in 2015/2016:

ERASMUS Partner - bilateral agreements	Location	Duration until
*Bo*ğaziçi Üniversitesi	Istanbul, Turkey	2021
CBS Cologne	Cologne, Germany	2016
Dublin Institute of Technology	Dublin, Ireland	2017
ISAG Porto	Porto, Portugal	2017
La Rochelle Business School	La Rochelle, France	2021
NHTV Breda University of Applied Sciences	Breda, NL	2016
TSI Ramon Llull	Barcelona, Spain	2021
University of Barcelona	Barcelona, Spain	2021
University of Southern Denmark	Denmark	2021
University of Surrey	Surrey, UK	2017
University of West London	London, UK	2017

Other Partners	Location	Duration until
East Carolina University	Greenville, North Carolina, USA	-
San Francisco State University	San Francisco, California, USA	-
School of Hotel and Tourism Management, Hong Kong Polytechnic University	Hong Kong	2017
School of Tourism and Hospitality Management, Temple University	Philadelphia, Pennsylvania, USA	-
Taylor's University	Malaysia	2017
Universidad Anahuac Mayab	Mexico	2018
University of Central Florida	Orlando, Florida, USA	2021
University of Florida	Gainesville, Florida, USA	-
University of Macau	Macau, People's Republic of China	2017

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
AIEST – International Association of Scientific Experts in Tourism
BEST EN – Building Excellence for Sustainable Tourism Education Network
CHRIE – The International Council on Hotel, Restaurant and Institutional Education
DAA – Digital Analytics Association
Deutsche Gesellschaft für Psychologie
Eurasia – Pacific Uninet
ICRT – International Center for Responsible Tourism
IEEE Computer Society
IFITT – International Federation for IT and Travel & Tourism
International Institute of Forecasters
International Society for Quality of Life Studies
OCG – Österreichische Computer Gesellschaft
ÖGAF – Österreichische Gesellschaft für Angewandte Forschung in der Tourismus- und Freizeitwirtschaft
Österreichische Gesellschaft für Psychologie
ÖPUK – Österreichische Privatuniversitätenkonferenz
Österreichische Statistische Gesellschaft
STI International
TEFI Tourism Education Futures Initiative
TIES – The International Ecotourism Society
UNWTO – United Nations World Tourism Organization

5.2. Collaboration with Professional Environment and Relevant Social Players

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

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

Furthermore, close ties connect the university's Department of Tourism and Hospitality Management with European Cities Marketing (ECM) and the European Travel Commission (ETC).
Since fall 2013, MODUL University Vienna is also chairing the Austria's Conference of Private Universities (ÖPUK), which represents all Austrian private universities.

6. Quality Management

6.1. Organization and Instruments of Quality Management

Apart from the evaluations of the courses by the students (below.), MODUL University asks its students after the first year and before graduation to evaluate the university's services. The results are discussed with the respective departments and offices.
In the wake of adapting the university's structure, the "Equal Opportunity Employer Working Party" (EOWP) was created. This body, which is firmly established in the University's Constitution, is a contact point for cases of infringement of equal opportunities.

6.2. Evaluations

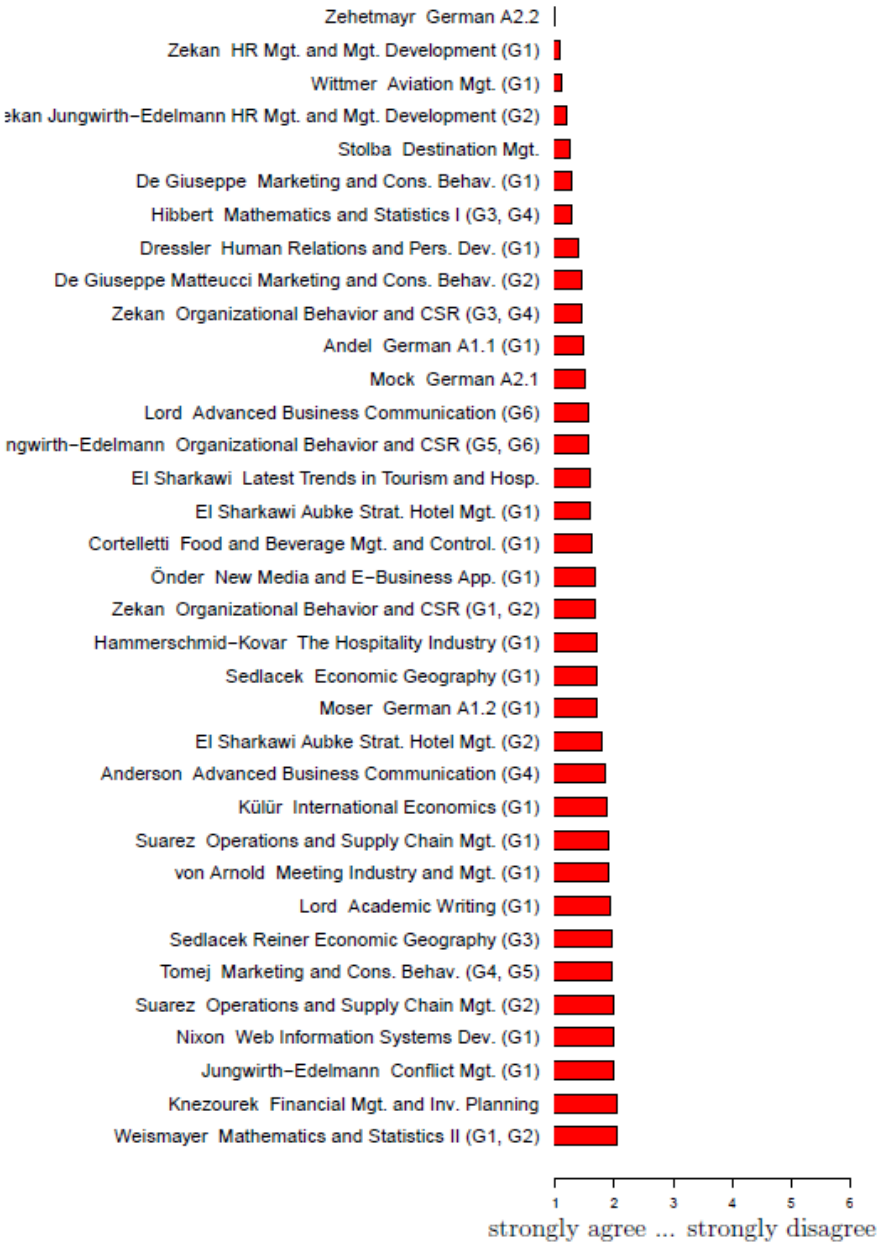
The results of the individual courses were made accessible to the lecturers; the respective deans received an overview of the results as well, enabling them to discuss salient outcomes with the lecturers. In order to provide an overview, the overall results of the last year are included in this report.

Course Evaluation

UG Fall Semester 2015

Overall, I am satisfied with the course.

Average: 2.06

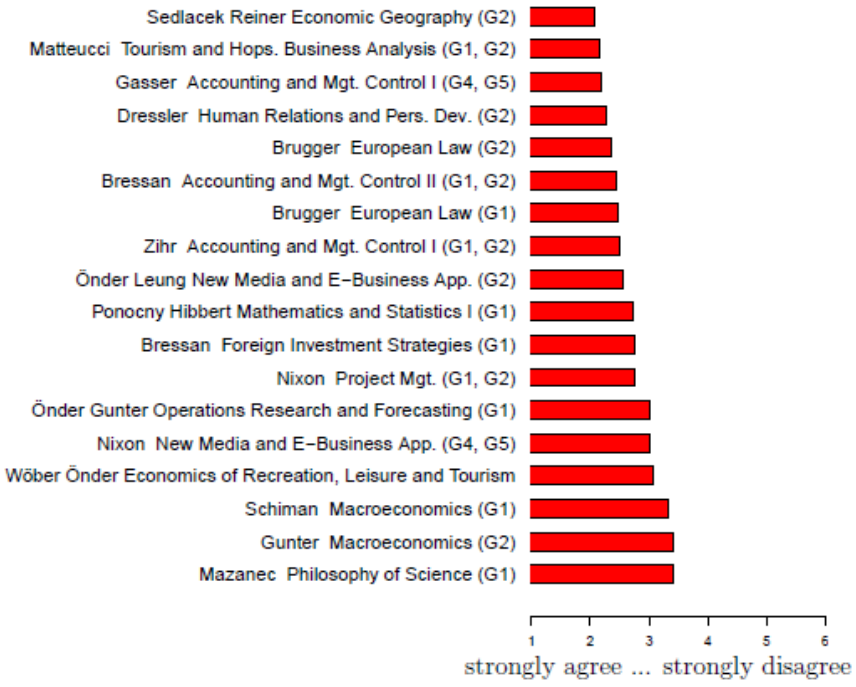


Course Evaluation

UG Fall Semester 2015

Overall, I am satisfied with the course.

Average: 2.06



Course Evaluation

MSc Fall Semester 2015

Overall, I am satisfied with the course.

Average: 1.91

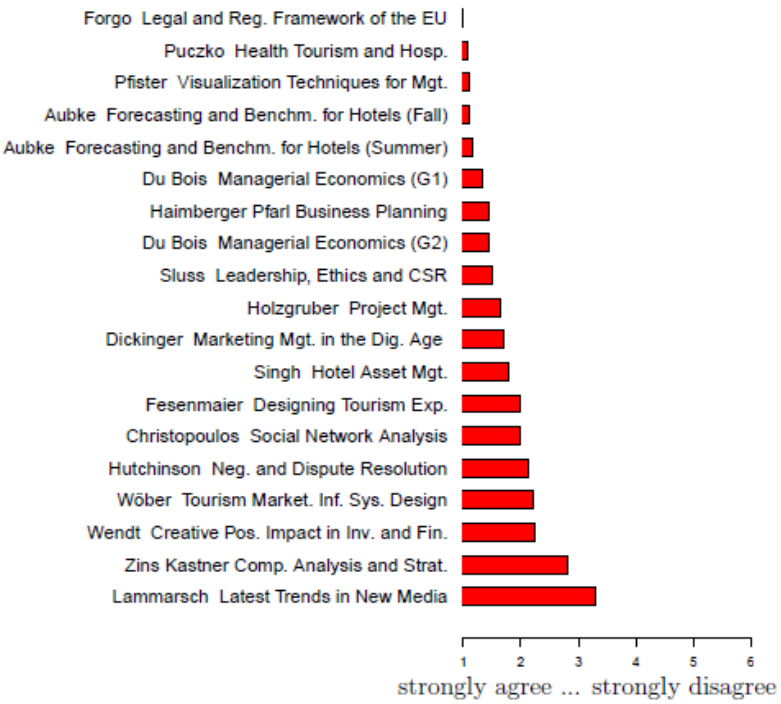


Course Evaluation

MBA Fall and Summer Term 2015

Overall, I am satisfied with the course.

Average: 1.73

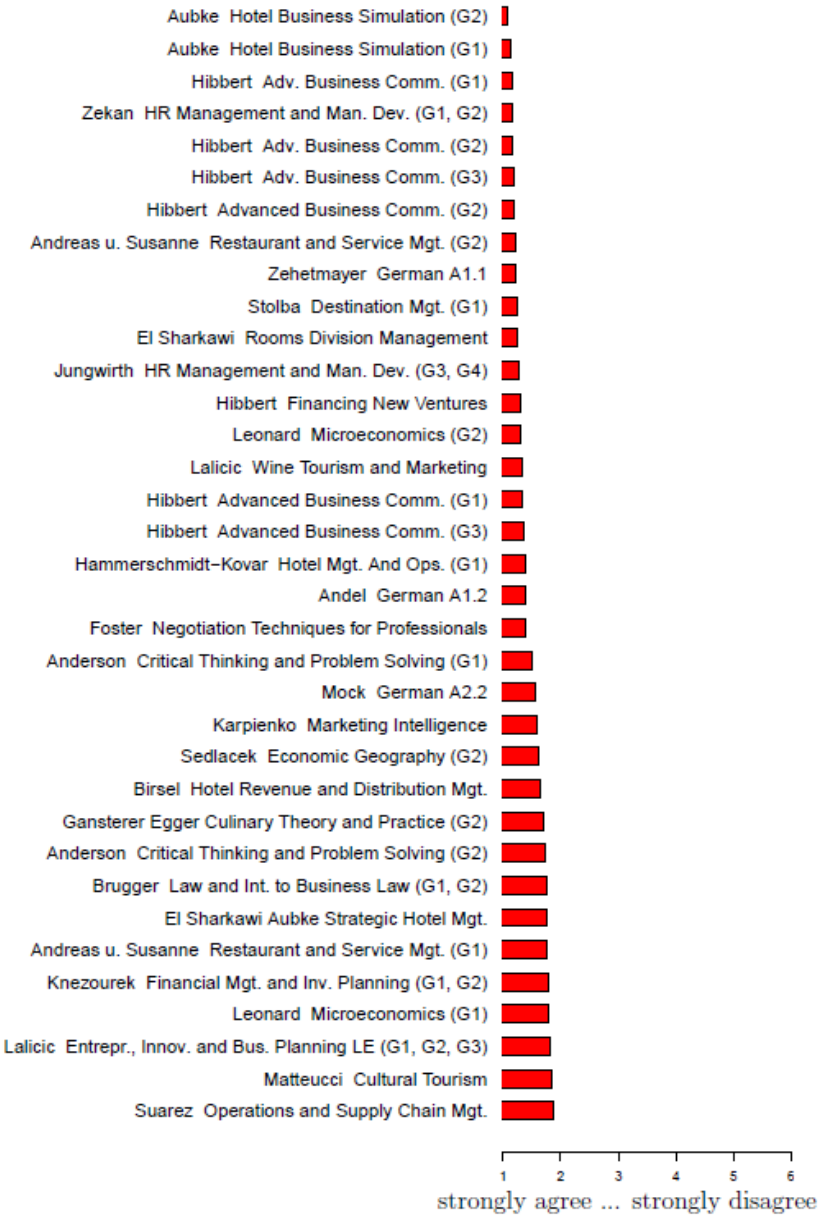


Course Evaluation

UG Spring Semester 2016

Overall, I am satisfied with the course.

Average: 2.03

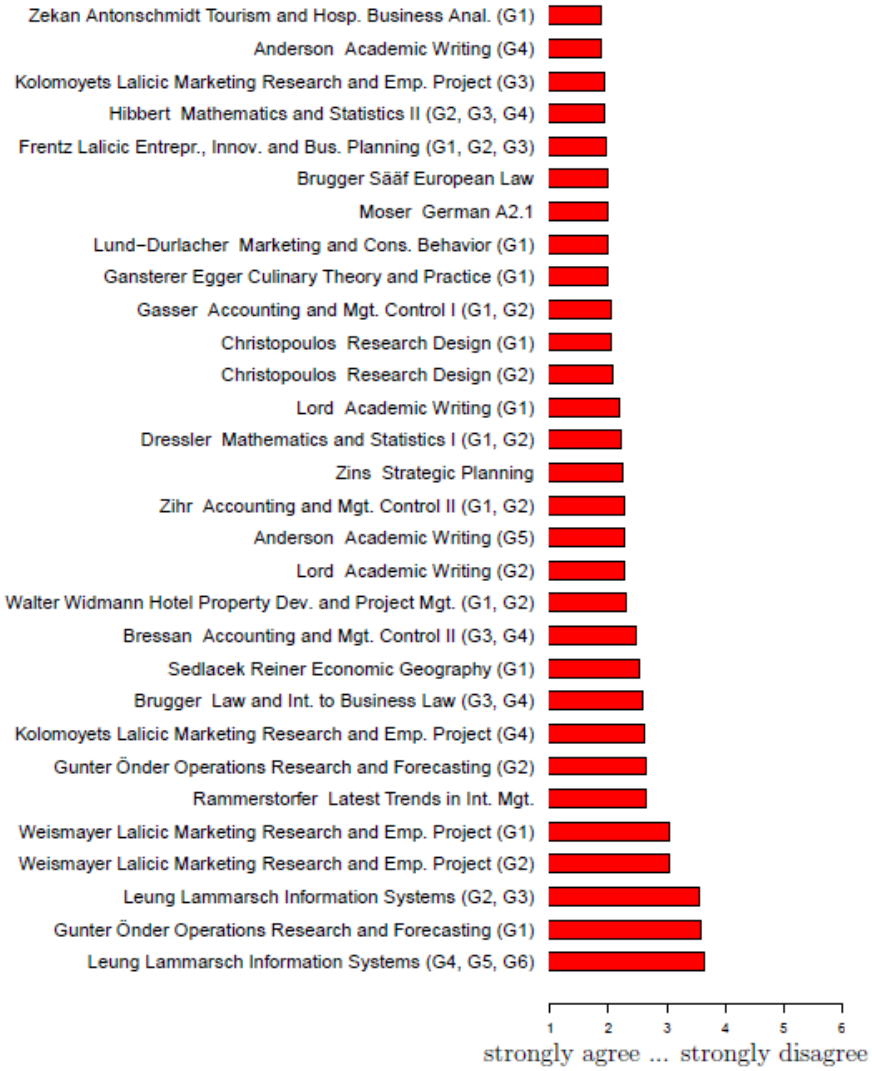


Course Evaluation

UG Spring Semester 2016

Overall, I am satisfied with the course.

Average: 2.03

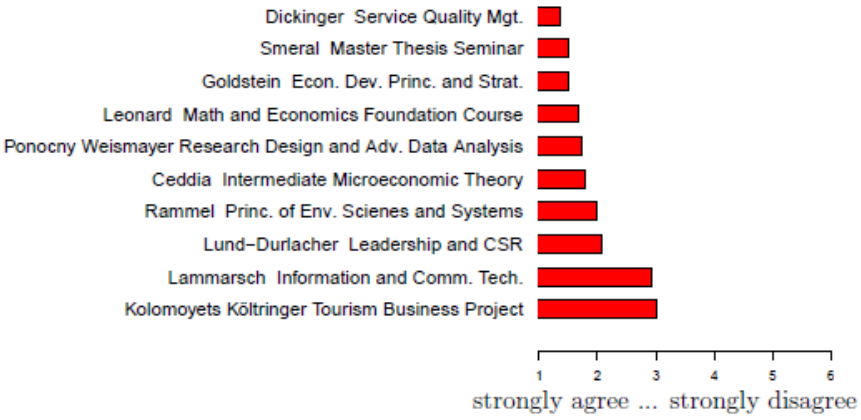


Course Evaluation

MSc Spring Semester 2016

Overall, I am satisfied with the course.

Average: 1.97

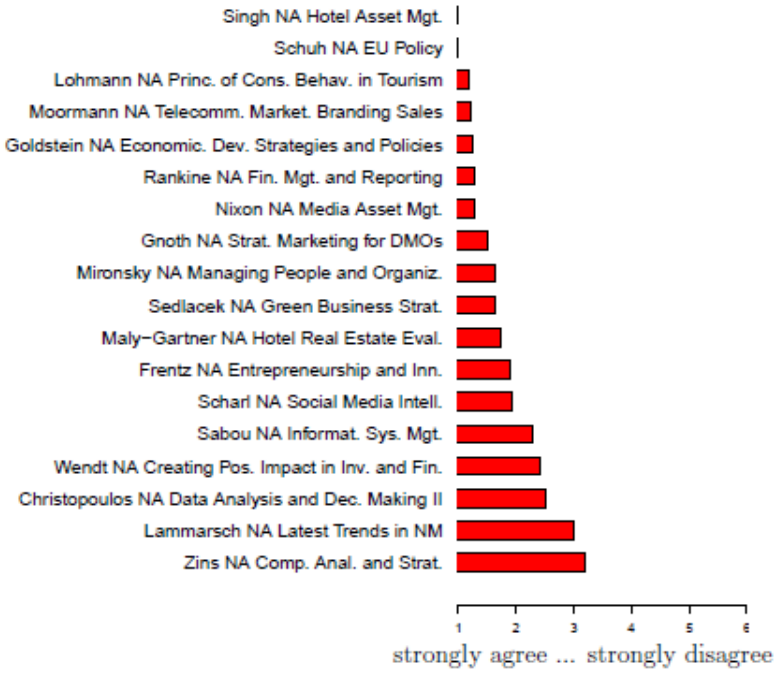


Course Evaluation

MBA Spring and Summer Term 2016

Overall, I am satisfied with the course.

Average: 1.81



Course Evaluation

PhD Programs
Spring Semester 2016
Question: Overall, I am satisfied with the course.



6.3. Collaboration of Student Representatives in Committees

According to the HSG, the Austrian law on student representation, in 2015 student representatives were elected, which are in office until the next election in 2017. The elected representatives nominated their peers for the University Senate and the other relevant bodies, as laid down in the Constitution of the university. Thus, they were connected to nearly all decision-making processes and helped in keeping the decisions' qualities high.

ANNEX I

FACULTY PROFESSIONAL DEVELOPMENT
OBJECTIVES PLAN

INSTRUCTIONS FOR COMPLETION

Plans are due to the Dean on May 15, 2008
In preparation for completion of the FPDOP process, please review your current achievements with respect to the goals you have been pursuing for this year. Briefly comment on your progress in achieving current goals below.

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

NAME: _____.

DEPT: _____.

DATE: _____.

PROGRESS ON CURRENT GOALS (PLEASE BE BRIEF AND USE BULLET POINTS):
If this is you 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: _____